

April/1974

# BLACK ENTERPRISE

Special Issue:  
Travel for Fun and Profit



Vacation Time in Barbados

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Ben Frowner on the Frowners'  
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"You can laze out in the sun  
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pleasant conversations."



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the Mickey Mantle of cricket."

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a good panoramic view  
of Hamilton."



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**Go Greyhound  
and leave  
the driving to us.**



# BLACK ENTERPRISE

FOR BLACK MEN AND WOMEN  
WHO WANT TO GET AHEAD



Vacation Time in Barbados

The scene on our cover, photographed by John Pinderhughes, is the playgrounds of the Paradise Beach Hotel on Barbados and stands as a fitting symbol for an issue dedicated to the fun of travel and vacation.

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## Staff

<b>Publisher and Editor:</b> Earl G. Graves	<b>Production Director:</b> Frederick Ashe	<b>Vice Pres.-Advertising:</b> Waynett A. Sobers, Jr.
<b>Editor at Large:</b> Pat Patterson	<b>Art Director:</b> Edward L. Towles	<b>Account Executives:</b> Donald W. Durant Garvin F. Sales W. Tyrone Wyatt
<b>Managing Editor:</b> Robert J. Imbrilano	<b>Assistant Art Director:</b> Daniel M. Pierre	<b>Assistants:</b> Awilda Harrison Patsy Jennings
<b>Associate Editor:</b> Herschel Johnson	<b>Assist. to Art Director:</b> Janet Olivia Henry	<b>Circulation Manager:</b> Robert Graves
<b>Assistant Editor:</b> Lisa D. Chapman	<b>Public Affairs Director:</b> Jacqueline Sneed	<b>Assistant:</b> Joyce P. Wilson
<b>Editorial Assistant:</b> Isabelle Coles	<b>Operations Director:</b> Shella Powell	

**CONTRIBUTING EDITOR:** Carolyn Y. Johnson

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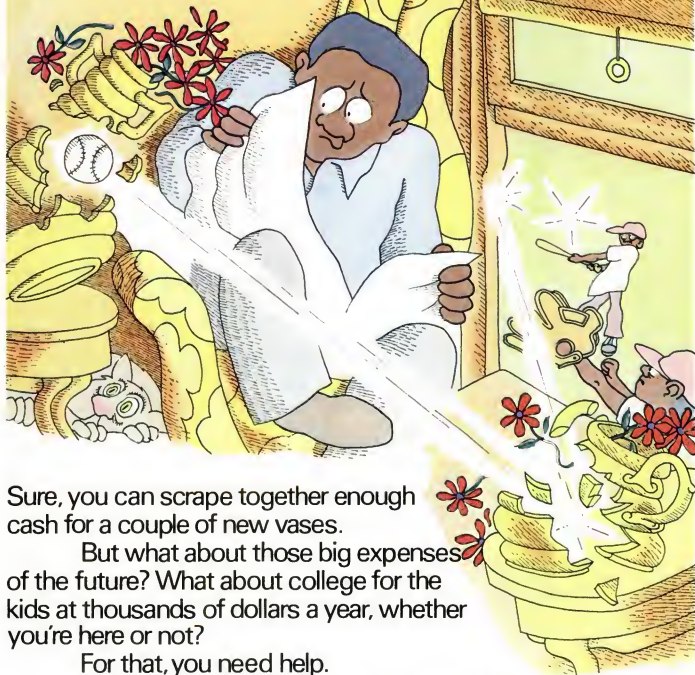
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### Ten Years' Progress

It's hard to believe that ten years have gone since the passage of the Public Accommodations Act, which established equal access for all to facilities that previously had been available to white America only. It seems ages ago that Jim Crow forced many of us to pick our vacation spots in accordance with the political climate of particular localities.

I think it fair to say that no phase of the civil rights struggle has been as completely successful as the effort to open restaurants, hotels and other facilities for travelers. Incidents of insult and discrimination still occur, to be sure, but by and large they can be laid at the door of misguided individuals. They are no longer manifestations of local political custom and certainly not of business policy.

Access to first-class accommodations—which is the way most of us like to go—has brought about a phenomenal increase in black traveling. Gone are the days when you sat in an airliner and saw not another black face, when you and your wife were the only black couple on a cruise ship or sitting in a sidewalk cafe somewhere in Europe. Blacks have become a highly visible part of the travel market.

As our numbers grow as world travelers one thing that happens is that we generate and spend more dollars. And one thing we must remain aware of is that some of these dollars should find their way back to us. This is why in this issue we not only tell you about places to go but also take a look at new opportunities for blacks in the travel industry.

Our lead article on black pilots, for example, is accompanied by a listing of 84 blacks who currently fly for U.S. carriers. To many of us, this number may come as a pleasant surprise. But of course the coin has another side. The total number of pilots employed by U.S. airlines is around 37,000.

In this issue, we also present a sampling of leading black-owned restaurants in cities across the country. We hope that in this feature you will find information that you didn't have before about where to have an enjoyable meal, but in publishing it we have a second, equally important purpose: to chronicle another forward step by black entrepreneurs in taking advantage of the opportunities created by our increasing capacity to generate consumer dollars.

A similar measure of black entrepreneurial progress is represented by the list of 129 black travel agencies in the AID department of this issue. Three years ago, when we ran this list for the first time, we could locate only 36 black agencies.

As I ask myself if all this means that we are finally beginning to gain our fair share of the growing travel industry, I am encouraged by a remark made by United Air Lines president Edward E. Carlson (shown with me in the above photo) when he was interviewed by BLACK ENTERPRISE for this issue. "I've leaned on the people in United to do more about our affirmative action program," he said. This is precisely the attitude needed at the top level of American corporations.

*Earl J. Hayes*

# NAMES IN THE NEWS

William E. Smith



Malcolm L. Corrin



James B. Jones



H. Mike Garrick



**H. Mike Garrick** was promoted to manager of special markets for Burger King. One of his new duties will be to develop special training programs for minority franchisees. Garrick came to Burger King in 1973 as a merchandising coordinator trainee.

**Gene Lothery** was appointed director of sales at WCBS-TV New York. He will be responsible for station sales, sales promotion and sales research.

**Fletcher E. Allen**, of Chicago, Ill., was appointed buyer in the purchasing department of Standard Oil (Indiana). Formerly a chemical engineer at the company's Whiting, Inc., refinery, Allen will be responsible for the purchasing of electrical equipment and for contracts and purchase agreements on field-installed equipment.

The Interracial Council for Business Opportunity elected **Malcolm L. Corrin**, executive

director of its New Jersey council since 1968, as its new national executive director. Before joining ICBO, Corrin was a group insurance specialist for Connecticut General in East Orange, N.J.

**Robert S. Smith** was appointed New York district manager for World Airways. Smith previously had worked for TWA in New York City for eight years as senior sales representative and then as manager of special sales.

**Patricia F. Scott**, formerly director of public access programming for Sterling Manhattan Cable Television in New York City, joined the staff of the Cable Television Information Center as regional director. She will manage the Center's activities in Ohio, Indiana, Michigan, West Virginia and Wisconsin.

**Wesley A. Wainwright** was named executive chairman of Jamaica Industrial Development Corp. In his new post, he will combine the

previously separate functions of the chairman and the executive director. Established by the Jamaican government, the corporation is charged with stimulating industrial development.

Del Monte Sales promoted **James B. Jones** to the position of area manager Grand Rapids, Mich. The 28-year-old Jones joined the company in 1968.

Golden State Mutual Life, of Los Angeles, reports three promotions since the first of the year: **Stephen A. Johns** from vice president and associate agency director to vice president and agency director, **Byron Beverly** from vice president and controller to vice president and treasurer-controller, **Amanda G. Lockett** from assistant secretary and director of data processing to secretary and director of data processing.

**Vincent Delusia**, formerly a marketing assistant with General Mills, joined Inter-

national Multifoods as associate product manager for Kretschmer Wheat Germ. He will also be involved in the marketing of Sun Country Granola and Granola Crunch.

Miller Brewing appointed **Frank L. Lewis** as industrial relations representative. His principal new responsibilities will concern labor relations and personnel management.

**Michael Robinson** was named by Stroh Brewery to the newly created position of assistant to the director of community relations. Before joining Stroh, Robinson was a counselor at the Justice Department's Federal Community Treatment Center in Detroit.

Summit Marketing picked **William E. Smith** as its Eastern Division marketing manager. A native of the West Indies, Smith joined Seagrams Marketing Services Division of Seagram, Summit's parent corporation, in 1971.





**Shirley Nelson  
of IBM is working  
to make more  
people understand  
sickle cell anemia.**

**Some of her  
friends are helping.  
And so is IBM.**

Shirley Nelson is with IBM at Huntsville, Ala., working on a U.S. space project.

In her spare time she helps fight sickle cell anemia.

She and her friends give talks about the disease and urge people to go for tests.

But the special kits for these tests cost money. So Shirley asked IBM for help.

And we gave it, from the IBM Fund For Community Service. It helps IBM employees aid their communities by providing funds for community projects.

The sickle cell anemia campaign in Huntsville has been a great success.

Thanks to people like Shirley. And local medical people who gave their time.

We're proud that so many of our employees want to help their communities.

The IBM Fund For Community Service is one way we help them do it.

**IBM**

# Let's just say we're talent scouts.

We're looking for stars. Leading men like LTJG Joe Mason of Champaign, Illinois. He's a Naval Flight Officer and he has what it takes. The drive, the ability, the determination. If you think you've got it, then we want you.

First of all, you don't have to know how to fly to begin training with our Navy air team. It all starts in Pensacola, Florida, where you learn the theory of flight, principles of navigation and Navy customs: the basics.

As a Naval Flight Officer, you will learn aviation electronics, nuclear weapons, navigation, meteorology and combat information analysis. From there you go on to advanced specialized training in one of six fields: Airborne Early Warning; Airborne Electronic Counter-measures; Airborne Tactical Data Systems; Jet Navigation; Radar Intercept; or Anti-Submarine Tactical Coordination. Once you've mastered your speciality, you get your wings.

As a Naval Aviator (Pilot), you'll be trained in jets and prop aircraft... learn formation flying, take cross country hops, fly at night and by instrument. It's demanding and rugged, but when you take your first solo flight, you'll know it's worth it.

The most exacting test of all is landing on an aircraft carrier. But your training will have prepared you for the big moment. From there you go into advanced training in the type of aircraft and specialized fields you will eventually be assigned. That means jets, multi-engine aircraft, helicopters. Once completed successfully, you too get the big prize. Wings.

By the way, Pensacola's a great place to have some fun while you begin your training. It's great fun for the family, too. But it's only a small part of the world you'll see and enjoy.

And the uniform. It's dynamite.

Think about it. You'll see that our Naval Flight Officers and Naval Aviators are a special breed of cat. Get in touch with your Navy recruiter. Or call toll free 800-841-8000. (In Georgia call toll free 800-342-5855.)



The opportunity is for real...  
and so are we.

## NAVY



## An Exceptional Issue

Dear Sir:

I have just finished reading the outstanding article on Atlanta in the February 1974 issue of **BLACK ENTERPRISE**. You have certainly recognized many of Atlanta's outstanding leaders, and the contributions which each of them is making to the quality and growth of our city.

I congratulate you on an exceptionally fine issue.

Ivan Allen III  
Ivan Allen Co.  
Atlanta, Ga.

Dear Sir:

I have read the article about Atlanta which appeared in the February 1974 issue of **BLACK ENTERPRISE**. The article was well done, and we appreciate the coverage given our city by your publication. Atlanta is truly a great city, and I am proud to be a part of it.

Bradley Currey, Jr.  
President  
Atlanta Chamber of  
Commerce  
Atlanta, Ga.

## A Motivating Force

Dear Sir:

Your January 1974 issue carrying the article "Top Level Blacks in Federal Government" will certainly serve as a motivating force for many black youngsters who are oriented in that direction. **BLACK ENTERPRISE** can render an additional service by publishing articles on how these outstanding black men and women "made it."

In conversations with youngsters whom we have recruited, the feeling is appar-

ent that the "top brass" is a product of tokenism. I have personal knowledge of the rigors which many of these individuals endured on the way up. My point is, these are all highly qualified persons compared to any and all. A documentary from several will certainly dispell any notion that they are where they are as a result of a "handout."

Warren B. Steele  
Vice President—Personnel  
Frisking, Inc.  
Dallas, Texas

Dear Sir:

**BLACK ENTERPRISE** listed my name as one of the "Top Blacks in the Federal Government" in its January 1974 issue and I thought you might like to know that just from that listing I have received several requests for help with health problems throughout the country. Thought you might like to hear it once more that folks do read and use the information found in **BLACK ENTERPRISE**.

Marjorie A. Costa  
Assistant to the Administrator  
for Community Affairs  
Department of Health,  
Education and Welfare  
Washington, D.C.

## Thanks from Detroit

Dear Sir:

Your February 1974 issue certainly puts into perspective what is a major concern to all, but particularly to black urban residents. "New Departures in Housing and Construction" again demonstrates the effective voice you have become.

Thank you for the recognition given to one of Detroit's most successful businesses, Bowers Realty. France and Darralyn Bower show concretely that it can be done.

Coleman A. Young  
Mayor  
Detroit, Mich.

## Black Contractors

Dear Sir:

This is a note of gratitude on behalf of the United Builders Association, the National Association of Minority Contractors and other black contractors for your fine issue on construction and housing. The fact that you chose R. A. Banks and Herman Russell, both NAMC members, for your cover and featured Bob Morton and Lawrence Woods, both UBAC members, in your Chicago article is added testimony to the support **BLACK ENTERPRISE** has given progressive national and local efforts on behalf of black contractors.

You have been a constant supporter of our struggle. And the cogent statements of Publisher Earl Graves have certainly filled an information and exposure void.

Paul King  
Executive Director  
United Builders Association  
of Chicago, Inc.  
Labor Chairman  
National Association of  
Minority Contractors  
Chicago, Ill.

Dear Sir:

As the official publication of the National Association of Minority Contractors (NAMC), the staff of *Minor-*

*ity Builder* magazine thanks you for your excellent coverage in the February 1974 issue of both the plight of blacks in the construction industry today and the role of NAMC.

We have been trying to impress upon minority builders the importance of the media as a tool for not only bringing vital issues affecting minorities in construction to the forefront, but also as a means of uniting black and brown people nationwide to muster political clout in influencing legislation, bonding requirements, etc., to their advantage.

Cynthia Eddings  
Associate Editor  
Minority Builder, Inc.  
Chicago, Ill.

Dear Sir:

Your February 1974 edition of **BLACK ENTERPRISE** was quite enlightening.

As a young construction engineer I have been appalled by the lack of minority participation in the construction industry, especially in the unionized areas.

I agree wholeheartedly with your article, entitled "New Doors Open for Minority Contractors," that the owners must insist that minorities take part in the construction of their facilities. This practice could be enhanced as a result of blacks in decision-making positions within various corporations exerting pressure upon their management to take such affirmative actions.

Nathaniel Spells  
Latham, N. Y.

# MAKING IT



## Flying High

Kermit G. Mitchell is president of a Cambridge, Mass., company that flies three jet-prop planes from Rochester, N.Y. For a former Wall Street research analyst, this may seem an odd turn of events, but Mitchell is also a former captain in the Air Force with 6,000 hours of military flying time. He formed Air-Speed, Inc., a charter passenger and cargo service, in July 1972. "My start-up capital," he says, "came to about \$1.4 million, and I have lots of loans with myself on the bottom line, one of them from SBA." A native of Detroit and a bachelor at 32, Mitchell now employs four pilots and one me-

chanic. For about \$1.25 a mile, his company will fly you anywhere in the continental United States. Recently it received a six-year contract from the Postal Service to fly mail between Rochester and New York City for \$30,000 a year. Mitchell says Air-Speed has concentrated its operations in the Rochester area because several firms there need both passenger and cargo air service to New York City. In addition, he explains, "we are developing an air cargo network embracing Boston, Detroit, Cleveland and Philadelphia and hope to become the commuter airline between Rochester and White Plains."





# Ethiopia



## On exceptional occasions, we actually unfurl our umbrellas. January 7th, for example: our Christmas Day.

We've been celebrating Christmas since 330 A.D., the year Frumentius the Syrian visited our shores. Christmas is in January because we follow the Julian calendar. We celebrate Christmas and the other great festivals in our own special way. In our 15,000 churches...many of them carved from living rock. Eleven of them in the village of Lalibela are hailed as wonders of the world.

We celebrate with music and chanting, with readings from missals illuminated by monks long centuries ago. With colorful processions, and the dancing of *deberetas*. And, on these special occasions, we actually unfurl the colorful umbrellas we seldom need otherwise, thanks to our friendly climate.

Ethiopia, the unexpected. Hidden from the world for centuries. Unknown to all but a few. Waiting.

Waiting for you to come and celebrate with us. Talk to your travel agent, or fill in the coupon on the right.

I'd like to be among the first to discover Ethiopia, the Hidden Empire, with Ethiopian Airlines (daily Boeing flights from Europe). Please send me brochures. Ethiopian Airlines, 200 East 42nd St., New York, N.Y. 10017. Tel. (212) 867-0095. Dept. BE-2

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City \_\_\_\_\_

State \_\_\_\_\_

Zip \_\_\_\_\_

**ETHIOPIAN  
AIRLINES**

*The Key to the Hidden Empire*

**OMBE ACTS**---The Office of Minority Business Enterprise is seeking \$2.5 million in the next fiscal year to help minority businesses develop the marketing skills that will give them a larger share of the estimated \$350 billion spent annually by U.S. firms on goods and services from subcontractors. According to OMBE director Alex Armendaris, "one of the keys to profit" for minority enterprise is "effective marketing". OMBE would like to have 13 marketing specialists added to its headquarters staff and similar experts at each of its six regional offices. Moving in another direction, OMBE joined forces again with the National Football League to obtain career-oriented jobs for college-bound minority students. Last year, the "Business Management Fellowship Program employed 11 NFL players, who in turn got commitments from each of 500 businesses to employ a minority student during every vacation period throughout his four years of college. This year, 14 athletes will seek 1,000 commitments. The estimated compensation of each student during the four years will be \$7,500.

**TAKING OVER**---Ann Douglas was named executive director of the Interreligious Foundation for Community Organization, an enterprise of major Protestant denominations that has provided nearly \$4 million to community groups here and abroad. Ms. Douglas was associate director of IFCO under Lucius Walker, who has been appointed general secretary of the Division of Church and Society of the National Council of Churches.

**MORE BLACK ENGINEERS**---At least seven black colleges have expanded their curricula to meet the strongly increasing demand for black engineers, according to a survey by the Office for Advancement of Public Negro Colleges. Concurrently, the General Electric Foundation granted \$15,000 to the Georgia Engineering Foundation to support the activities of the Committee to Increase Minority Professionals in Engineering, Architecture and Technology. GE's board chairman, Reginald H. Jones, recently also convened a National Advisory Council on Minorities in Engineering to recruit 4,000-6,000 minority engineers annually over the next decade. The Council was created at the request of Robert C. Seamans, Jr., president of the National Academy of Engineering, who notes that of 44,190 engineering graduates in 1972, only 579 were black.

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There are  
**Good Little Cars**  
and there are  
**Great Little Cars**

---

**Good Little Cars...**

Are priced low like Volkswagen.

---

Can get good mileage like Nova, Maverick and Comet.

---

Can seat four or maybe five people like Vega, Pinto and Maverick.

---

Offer locked-in, out-of-sight trunk space like Pinto.

---

Offer conventional ignitions that have recommended spark plug changes at 6,000 miles and points and condenser replacement.

---

**Great Little Cars...**

Like Plymouth Duster and Dodge Dart Swinger Special are priced less than Volkswagen's most popular model\*.

---

Like Dart Sport and Duster with a Slant 6 engine can get better gas mileage than all of them.

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Like Duster and Dart seat 5 or 6 people, respectively, with more hiproom than Nova, Hornet, Vega, Maverick and Pinto.

---

Like Dart Sport and Duster offer more than three times the trunk space of Pinto, all locked out of sight.

---

Like Duster and Dart have electronic ignition standard. No points, no condenser; spark plugs last up to 18,000 miles under normal driving conditions. A savings to you of up to \$62 over competitive 6-cylinder engines the first 24,000 miles alone, and up to \$27 over competitive 4-cylinder engines.†

---

**The answer is at your  
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*(And you can drive one home today.)*



**SEE ALL THE DARTS AT YOUR  
SEE THE DUSTERS AND VALIANTS AT YOUR**



**DEALER.  
DEALER.**

\*Price comparison based on manufacturers' suggested retail prices, excluding destination charges, dealer preparation, and state and local taxes.

†Maintenance flat-rates and parts list are extracted from 1973 Chilton's Labor Guide and Parts Manual. Labor rates based on national average of \$10.00 per hour.





# BLACK AIRLINE PILOTS

Good pay and lots of free time make piloting an attractive career, even though for blacks the 'last hired, first furloughed' problem looms large

**A**irline piloting for a long time was a field that blacks just didn't enter. Partly because of discrimination and partly because of lack of exposure, it wasn't until the early sixties that a black piloted a scheduled airline flight. Even today, no matter which of the U.S. carriers you fly, it is extremely unlikely that there will be a black at the "wheel."

The hiring statistics for black pilots have improved over the years, but they are still dismal. Of the more than 37,000 pilots currently on the airlines' rosters, fewer than a hundred are black. And ironically, just when it appeared that the airlines' hiring practices might become more favorable for blacks, other factors have come into play that are drastically lowering the already small number of minority pilots.

A good many airlines have been running into heavy financial weather for some time, and there have been staggering increases in fuel prices as a result of the energy crisis. For reasons such as these, the airlines are cutting back on the number of flights they offer and consequently the number of pilots they employ. Over the past four years, nearly 1,500 pilots were furloughed, and the cutbacks may well continue until another 2,500 have been laid off. Because the fur-

loughing is being done from the bottom of the pilots' seniority lists, blacks, who are generally among the most recently hired pilots, are being particularly hard hit. According to conservative estimates, possibly 50 per cent of the black airline pilots will lose their jobs before the layoffs are halted.

Since so much of an airline pilot's career depends on seniority, the black pilots at TWA, through the NAACP, recently brought a potentially precedent-setting suit against their airline to have their seniority positions raised beyond the actual dates of hire. "The turloughs now taking place are based on a seniority point system, and the black pilots were hired very late, says Herbert Hill, Director of Labor at the NAACP. "We're going to argue that, just as there must be preferential hiring, so must there be a preferential system in turloughs. Anything less has the present effect of perpetuating past discrimination."

Sound as this argument may be, some in the airline industry believe that its effects may not go beyond courtroom semantics. "It's a union situation," explains Eastern Air Lines vice president James Plinton, long a central figure in the push for more black commercial pilots. "The airlines are confronted by the fact that the union has as its

strongest support the concept of security. We're in an emergency, and cutbacks are necessary at all levels. On non-union levels, we are able to protect minorities from that basic last-come, first-go principle. For pilots it's different. Security in their case is based on tenure. In other areas you might be able to play with productivity. But for the pilots the story is that it's one of those unshakable union things that there is nothing the union has done, is doing or intends to do about the seniority clause, because but for the seniority clause nobody would join it. Unless there is new federal legislation, which would be very, very difficult to enact, or unless the black pilots are able to work out a deal with the highest levels of the Department of Labor, working together with the major pilot unions, I'm afraid they're going to lose, because it affects the life blood of the unions."

Despite the currently gloomy job outlook, black pilots feel strongly that their field is a fine one to get into and one that holds significant opportunities for blacks. "The benefits are tremendous," says Mamadou Jaye, a Senegalese flying for Eastern. "The income is very high for the amount of time that you actually spend on the job, and it is not tiring, tedious work. Then you have the possibility of visiting lots of places and the chal-



Left to right: Alexander Lambert (United), Clarence Powell (TWA), Joseph Bryant (Eastern) and Otis Young and Edward Moon (both Pan Am) were the five airline pilots who got together at *BLACK ENTERPRISE* for a round table discussion of piloting and its problems and rewards.

lenging factor of meeting new people at all times. It's a constant learning process. I wouldn't let the present financial problems deter me from attempting to become a pilot."

These sentiments were closely echoed by five black airline pilots who recently gathered around a table at the offices of *BLACK ENTERPRISE* to discuss their profession and their careers: Joseph Bryant, Eastern; Alexander Lambert, United; Edward Moon and Otis Young, both Pan Am; and Clarence Powell, TWA. All five started flying for their airlines about eight years ago, and all are among the most senior black pilots on the rosters of the major U.S. carriers. Highlights of the experiences and impressions they exchanged appear on this and the following pages, along with extensive listings of black pilots currently employed by the airlines. (The varying levels of detail in these listings reflect differences in the detail in which the various airlines responded to inquiries by *BLACK ENTERPRISE*.)

**BE:** First of all, could a couple of you describe how you became interested in a career as a commercial pilot, and how you went about gaining a job in the field?

**Lambert:** When I was first offered the opportunity to get a commercial pilot's license, I said I didn't want it. What could I do with a commercial pilot's license? I was in the

Airmy at the time, and the procedure was that normally the graduating class went down as a group and took the commercial pilot's license test. And they said if you want to take this test, then you have to take this extra instruction, which I didn't feel like taking. But when time came to administer the test, they gave it not only to the guys that got the extra instructions, they made us all take it. And forced to take the test without having been prepared for it and getting a 69 got me teed off to the nth degree. So I said, if that's the way you're going to do it, then I'm going to take the real test. They said you can't, because you didn't take the course. So I said that test doesn't belong to the Army, it's administered by a civilian. They conceded that and I went along with the group. And I went down and got the commercial pilot's license. But ordinarily I would not have even gotten it then. I was in Germany at the time, and when I saw that the United States airlines were soliciting foreigners, particularly in Germany, to fly our airlines, I said there's something wrong here. If they're coming all the way over here, then why not me?

**BE:** They were getting people from other countries to come here to fly commercially?

**Lambert:** Right. The airlines in '64 and '65 were aggressively pursuing the people in aviation, and they went to foreign countries.

There were quite a few Canadians flying, and they even solicited the Europeans.

**BE:** The number of people qualified in this country was that low?

**Powell:** The number of whites was that low. They didn't really beat the bushes or make any strong effort to hire blacks up until '68 after the big hiring hump. And only after pressure from the government and probably some other political factors.

**Lambert:** After I had gained my commercial pilot's license, I went to a number of airlines within a short span of a few days. And as it turned out all of them were hiring. And I got hired by all of them that I went to for an interview. So then I had to decide which one I wanted to go with, not having any knowledge of the airlines or any experience whatsoever. I simply picked the one—United Air Lines—where I happened to know one of the guys that had just joined. He said most of the airlines were pretty much the same. And so I elected to go with United.

























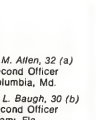
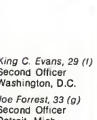
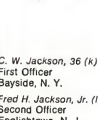
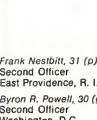
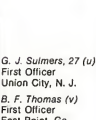

**Bryant:** Well, Ed and I graduated from the same aviation program at Tennessee State. And he went Air Force and I went Navy. My situation is probably slightly different from everyone else's in that I went to Hawaii for three years. I was happy and I was thinking about making the Navy a career. So I never even considered the airlines. And then I came back to the States and spent three years in California. And, believe it or not, I was still happy. Until my attitudes started changing about what was going on in Nam. And that would've been my next tour. So then I decided that I'd better start looking around. The first airline I applied to was Pan Am. And I was turned down there because they said they were hiring flight engineers and we were going to have to sit in the engineer's seat so long that they wanted everybody to meet airline transport pilot requirements, which was basically 1,200 hours plus. And you had to have flown jets. Well, you know, you don't get much time flying a jet. So I didn't meet the full requirements and they said, we can't take you. So I went back to the base and I applied to TWA. And everybody—a whole bunch of guys in the squadron—had applied to TWA at the same time. And out of, say, twenty that applied, TWA interviewed about four. I didn't make it, but since the other fifteen rejected applicants were white, I figured there wasn't any prejudice involved. And then I decided it was time to get out of the Navy.

**BE:** When was this?

**Bryant:** That was '67-'68. I went ahead and



# **Eastern Air Lines' Black Pilots**

					
(a)	(b)	(c)	(d)	(e)	(f)
					
(g)	(h)	(i)	(j)	(k)	(l)
					
(m)	(n)	(o)	(p)	(q)	(r)
					
(s)	(t)	(u)	(v)	(w)	(x)
					
(y)					

S. M. Allen, 32 (a)  
Second Officer  
Columbia, Md.

H. L. Baugh, 30 (b)  
Second Officer  
Miami, Fla.

C. E. Black, 31 (c)  
Second Officer  
Atlanta, Ga.

J. A. Bryant, 35 (d)  
Second Officer  
North Bergen, N. J.

R. D. Dothard, 33 (e)  
Second Officer  
Kew Gardens, N. Y.

King C. Evans, 29 (f)  
Second Officer  
Washington, D.C.

Joe Forrest, 33 (g)  
Second Officer  
Detroit, Mich.

S. P. Gaskill, 31 (h)  
Second Officer  
Bayside, N. Y.

E. R. Hadden, 31 (i)  
First Officer  
Bayside, N. Y.

H. F. Hilliard, 31 (j)  
First Officer  
East Point, Ga.

C. W. Jackson, 36 (k)  
First Officer  
Bayside, N. Y.

Fred H. Jackson, Jr. (l)  
Second Officer  
Englishtown, N. J.

Mamadou D. Jaye (m)  
Second Officer  
P. M. McCray, 35 (n)  
First Officer  
Miami, Fla.

Leslie A. Morris, 35 (o)  
First Officer  
Jamaica, N. Y.

Frank Nestbitt, 31 (p)  
Second Officer  
East Providence, R. I.

Byron R. Powell, 30 (q)  
Second Officer  
Washington, D.C.

Brian Settles, 30 (r)  
Second Officer  
Muncie, Ind.

Robert E. Smith, 31 (s)  
Second Officer  
Louisville, Ky.

R. L. Sned, 29 (t)  
First Officer  
Nashua, N. H.

G. J. Sulmers, 27 (u)  
First Officer  
Union City, N. J.

B. F. Thomas (v)  
First Officer  
East Point, Ga.

Van C. Webb (w)  
First Officer  
Albert Whiteside, 29 (x)  
Second Officer  
San Antonio, Texas

R. M. Woolfolk, 32 (y)  
Supervisor  
Ashland, Va.

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**Pipers: The Scotch to weekend with—  
any day of the week.**







## Delta Air Lines' Black Pilots

got out without a job. It was stupid, but I did. But I was fortunate enough to get a job flying copilot for Ray Charles.

**BE:** How did you get that job?

**Bryant:** I wrote a letter. I just sent a letter down to Ray Charles Enterprises in Los Angeles and wrote "Attention: Chief Pilot." I didn't even know who he was. And he got the letter and called me one night while I was watching TV. When could I come down for an interview? Tomorrow. And I went down there, and they hired me. And I said, wow, this is good stuff, a four-engine airplane and I'm flying copilot. I had a good chief pilot. He was a white guy but, you know, he taught me a lot about flying a transport-type airplane. And after about eight or ten months I decided he'd found the fountain of youth. This guy was going to be flying until he was a hundred years old. He didn't have to retire for any reason at all—no age maximum. I flew with him for a year with the intent that possibly I would move up. But this guy was healthy as a bull, and I figured I'm not going to advance anywhere. Then I started looking at other airlines. And I applied at United. And somewhere between Los Angeles and Denver my application got lost in the shuffle, although I did get to take the Stanine test and the physical and all of that. I wasn't going to stay in Los Angeles any longer, so I moved to New York and accepted a job with Seaboard World Airlines. And as it was planned, I presume, I was supposed to be their next black captain. Seaboard, I think, is the airline that had the original black captain, and that was August Martin, who made captain back in '57. He was killed flying relief supplies into Biafra on his vacation. And I was presumably being primed to take his position with Seaboard. However, the furlough cut caught me over there. And I came upon Eastern, my present company, simply by running into a pilot who was already with them. Ironically, I never thought they hired black pilots, although Eastern now has more black pilots than any of the other airlines. So my attitude was, Why apply? But now I applied, and I got on.

**BE:** Where can you get training today if you don't go into the military?

**Bryant:** I'd answer this by saying that you can go look in the Yellow Pages, and you can pick out a flying school. And you can go make a loan from the bank. Schools advertise a license for, say \$1,500, but if you go to the bank and get \$1,000 and give it to the man in cash, he'll say, Oh, we're going



(a)



(b)



(c)

John Bailey, Jr., 29 (a)  
Second Officer  
Atlanta, Ga.

Louis M. Bell, 30 (b)  
Second Officer  
Miami, Fla.

F. Boone, Jr., 33 (c)  
First Officer  
Schaumburg, Ill.

Leon Clark, 32 (d)  
First Officer  
Haltomdale, Fla.



(e)



(f)



(g)

C. L. Franks, 23 (e)  
Second Officer  
Pollocksville, N. C.

S. Graddy, Jr., 36 (f)  
First Officer  
Atlanta, Ga.

James T. Hollin, 30 (g)  
Second Officer  
Atlanta, Ga.

C. S. Mack, 29 (h)  
First Officer  
Hoffman Estates, Ill.



(i)



(j)



(k)

P. Mosley, Jr., 32 (i)  
Senior Officer  
Atlanta, Ga.

M. H. Pittman, 28 (j)  
Senior Officer  
Mable Head, Mass.

W. W. Rickman II, 30 (k)  
Senior Officer  
Chicago, Ill.

J. E. Turner, 35 (l)  
Senior Officer  
Atlanta, Ga.



(l)



(l)



(m)

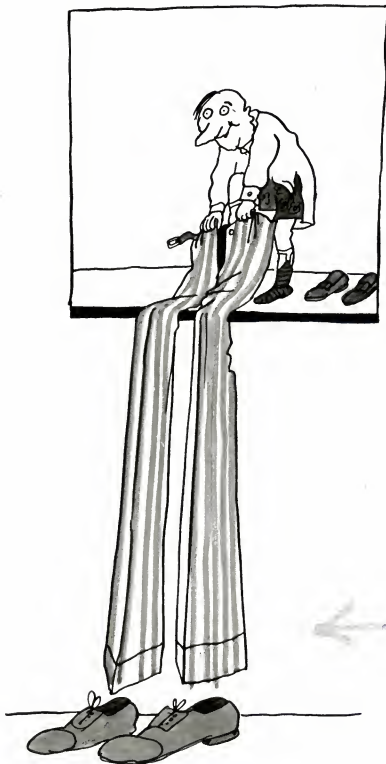
J. L. Wells, Jr., 30 (m)  
Second Officer  
West Hempstead, N. Y.

to give you the license ahead of time. That \$1,500 total includes financing, pay as you go, etcetera. So money talks in that respect. But in light of today's requirements, even if you do pay to get your license, that in no way will guarantee you a starting shot at a job, because the standards have been raised. As times have changed, requirements have gone up. My company's most recent brochure, advertising what they would take—that was last year when we were still hiring—contained requirements which included a minimum of 1,500 hours.

**Young:** As another alternative, there are colleges now which have aviation programs. I've gotten involved in giving talks to kids—high school students—and one thing that you have to put in perspective is that it's hard to tell a kid to project eight years ahead for a career that may not be there. You have to tell him timing is as important as qualifications.

**Moore:** There's an avenue that I wish I had known about at the time that I was growing up. The latest, or the most expeditious way that I see to do it—but again it depends on

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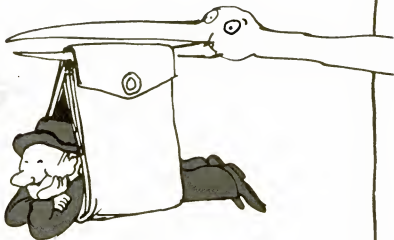
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## American Airlines' Black Pilots

(a) 	(b) 	(c) 	(d) 	(e) 	(f) 
(g) 	(h) 	(i) 	(j) 	(k) 	
Jerry L. Allen, 40 (a) First Officer San Carlos, Calif. James E. Belts, 35 (b) First Officer	James R. Brame, 39 (c) First Officer Willis N. Brown, 39 (d) First Officer	A. L. Edwards, 39 (e) James H. Green, 38 (f) First Officer	David E. Harris, 39 (g) Captain Jack A. Noel, 43 (h) First Officer	A. J. Price, 44 (i) First Officer J. B. Taylor, Jr., 38 (j) First Officer	J. A. Tilmon, 40 (k) First Officer

## Western Airlines' Black Pilots

(a) 	(b) 	(c) 	(d) 	(e) 	(f) 
R. E. Anderson, 36 (a) First Officer Los Angeles, Calif.	E. E. Evans, Jr., 28 (b) Second Officer San Francisco, Calif.	F. M. A. Pitcher, 42 (c) Captain Los Angeles, Calif.	W. C. Rand, 34 (d) Second Officer	William S. Todd, 34 (e) First Officer	R. R. Youngblood, 37 (f) Second Officer David C. Johnson, 31 Second Officer

timing as to whether it will do you any good—is to join an Air National Guard unit. You can join, go through the same training that the military pilot goes through and then come back to your local Guard unit and fly on the weekend—or during the week, whenever you can.

**BE:** How many hours do you fly in a typical month?

**Moon:** Right now we have a contract which has us flying 80 hours a month national, and it's being reduced to 75 hours a month

national. Now, that's not hard time. That's not 80 hours behind the wheel of an airplane. To compute the pay for an airline pilot is really kind of tricky. At Pan Am, it's one hour of flight pay for every three and three-quarter hours you're away. Or you get the flying time, whichever is greater. You also get flying-hour credit for training, you get flying-hour credit for various other things. So it's not actually 80 hours of sitting behind the wheel of an airplane.

**Bryant:** I think it could be roughly stated it

averages somewhere between 40 up to about 60—that's actual flying hours. And 60 hours behind the wheel is a lot of flying. And of course we have FAA limitations that we have to observe all the time, but we very seldom come close to those on a monthly basis. On a weekly basis we might. But that's a personal thing. You know, we want to get through with our flying in two weeks. The situation is such that you can get through with your duties in two weeks and have the rest of the month off. And that's





## Other Black Airline Pilots

not a vacation. That's just two weeks off. You're through till next month. You can't fly anymore, either through a contractual limitation or an FAA limitation.

**BE:** Since the number of hours you put into the job is considerably less than in most other professions, do any of you hold second jobs or have major outside interests?

**Lambert:** That's a point very well taken. You're going to find that a large percentage of pilots do have second jobs or interests that can be interpreted as second jobs. I'm involved in real estate. I'm a licensed real estate salesman, and I spend a lot of time doing that. As a matter of fact, I would have my own real estate firm if it were possible, but it takes so many years as a licensed salesman before you can become a broker. As soon as I can become a broker I'm going to have my own real estate company.

**Powell:** I have two second jobs. I work with an investment development company, and Joe and I have just started up an aircraft charter leasing company. The aircraft can be leased with crew for any number of trips or for any length of time, or we can charter to individuals or groups, up to, say, eleven people at a time.

**BE:** What's the normal layover time between flights?

**Young:** That varies. Take Pan Am flying international. We go someplace and we're going to stay there probably 24 hours. Now, it depends on the frequency of the trip. For example, if we go to Tahiti and the ship's not going to be through there for two or three days, you just stay there for that length of time. The domestic airlines probably turn their crews around a little bit faster. And there are certain stations we have where you go in and you're moved right out, because there's another trip you can pick up. It's basically a cost factor. It behooves your airline to fly you as much as they can.

**Bryant:** Well, I can give you a rough sequence. My last trip was Sunday morning. I leave LaGuardia at seven o'clock in the morning and fly from there to Hartford, then to Boston, and then from Boston to San Juan. We get into San Juan at one o'clock in the afternoon and stay there twenty-four hours. Next day we go from San Juan to Miami, stay in Miami five or six hours, then fly to LaGuardia. And that's called one flight sequence.

**BE:** How greatly do the flight schedules influence your home life?

*CONTINUED on page 61*



(a)



(i)



(j)

### Allegheny Airlines

Cornell Smith (a)  
First Officer  
Pittsburgh, Pa.

### Flying Tiger Line

F. D. Campbell, 27 (b)  
Second Officer  
Oakland, Calif.  
G. M. Rayner, 41 (c)  
First Officer  
Carson, Calif.

### New York Airways

Perry H. Young, Jr. (d)  
Captain  
Pine Bush, N. Y.

### North Central Airlines

Joseph Moore (e)  
First Flight Officer  
Maywood, Ill.

### Pan American World Airways

M. Jones  
First Officer



(f)



(l)



(m)

Ed Moon (f)  
Flight Engineer  
Otis B. Young (g)  
Second Officer

### Piedmont Airlines

Warren H. Wheeler (h)  
First Officer  
Durham, N. C.

### Southern Airways

Rudy E. Mack, 32 (i)  
First Officer  
Atlanta, Ga.

### Trans World Airlines

B. J. Clay, 30  
Flight Engineer  
Freehold, N. J.  
James E. Dorsey, 35  
Flight Engineer

John C. Gordon, 35  
First Officer  
Glen Ridge, N. J.



(c)



(k)



(n)

George C. Hutchinson  
Flight Engineer  
Corona Delmar, Calif.

Terald E. Jones  
First Officer  
Culver City, Calif.

S. W. McWilliams, 34  
Flight Engineer  
Los Angeles, Calif.

C. Powell, Jr., 34  
First Officer  
North Bergen, N. J.

Paul R. Robinson, 35  
First Officer  
Freehold, N. J.

A. L. Story, Jr.  
First Officer  
Montclair, N. J.

Kimp P. Talley, Jr.  
Flight Engineer  
West New York, N. J.

J. T. Whitehead, Jr., 39  
Flight Engineer  
Old Bridge, N. J.



(d)



(h)



(j)



(m)

### United Air Lines

James H. Brannen, 35  
First Officer  
Colchester, Conn.

Leo W. Clark, 39 (i)  
Second Officer  
San Francisco, Calif.

F. B. Jones  
San Francisco, Calif.

A. L. Lambert (k)  
Second Officer  
Rockville, Md.

G. W. Nixon, 39 (l)  
Second Officer  
San Francisco Bay, Calif.

W. R. Norwood, 38 (m)  
First Officer  
Elk Grove Village, Ill.



# THEIR FAVORITE VACATION SPOTS

Expert advice from black airline pilots and stewardesses on where to go on three continents to get the most fun out of your next vacation trip

If you are an airline stewardess or pilot, people are forever asking you where you go on vacation. At least that's been my experience in eight years with American Airlines, first as a stewardess and then as a supervisor. Seems people figure that those of us who fly for the airlines know something about faraway places that they don't. Which makes good sense, since we do get around a lot, and is the reason why BLACK ENTERPRISE asked seven black airline stewardesses and pilots for their vacation recommendations.

I'm not surprised that these suggestions range all over the globe—from Nairobi to San Francisco, from Mexico to a small town in Germany I bet you've never heard of. (I hadn't.) I know that when I really want to relax, I take off for the Greek Islands. And Mexico City I consider my second home—because of its colorful, vibrant people and because it is foreign and yet close to my real home. Recently, after a sking trip to Switzerland, I felt I wasn't quite ready yet for the hustle and bustle of big-city life, so I snatched a few days on Curacao, off the coast of Venezuela, another of my favorite places for just lying in the sun.

I realize few other people are in a position to jet around like that. But I hope you'll en-

joy these vacation suggestions from those of us who can, almost literally, make the world our playground. —Patricia C. Montgomery

## MOROCCO: CRAFTS AND COUSCOUS



The ancient country of Morocco in the northwestern corner of Africa is the vacation choice of Pan American stewardess Judith Henriquez. Amidst people whose forebears a thousand years ago changed the face of Spain and Portugal, she feels it's easy to work up fantasies of high intrigue as you stroll through the marketplace in Casablanca, Marrakesh or the capital city of Rabat, where snake charmers, costumed water boys, musicians, holy men and dancers all vie for attention. Says Judy, "It's a beautiful resort country if you just want to lie back and do nothing. And if you want to be on the go, the kasbahs offer a little more action." The kasbahs are the poorer sections of town, teeming with life and color. Judy is fascinated by Morocco's architecture and by the genius of its craftsmen. Intricately de-

signed leather goods and mosaics may be had very cheap if you are willing to bargain, which is expected even in the best shops. Also worthwhile are copper and brass trays, wrought iron lanterns and chandeliers, and Judy recommends "everyone should check out the hand-woven woolen rugs." Most of the hotels are comfortable and inexpensive—Judy has stayed in one of the very best for only four dollars a day. Cuisine is either French or Moroccan. The national dish, couscous, a combination of steamed chicken, lamb, vegetables and semolina, is Judy's favorite.

## MONTEGO BAY: ON THE BEACH IN JAMAICA



When William S. Todd, a first officer with Western Airlines, wants to unwind, he heads for Montego Bay. The second-largest town on Jamaica, Montego Bay lies on the northwestern coast, sort of catty-corner from the capital city of Kingston. It is one of the few places on the island with a beach suitable for swimming, and Bill finds it perfect for

# Bahamas.

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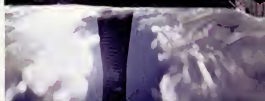




1 A 2 v



3 A 4 v





5 v 7 A

body surfing and skin diving. Horsedrawn carriages, bedecked with flowers and wreaths, are ready to take you wherever you want to go. The countryside is lush with bougainvillea, acacia and mango, and visitors can tour the huge banana plantations with their rows and rows of tall trees hung with long, broad leaves and clusters of fruit. From a shopping expedition in Montego Bay, Bill reports, you can bring back not only local curios and souvenirs but also European fashions, china, cameras, watches and jewelry, all somewhat cheaper than in the U.S. Blacks are the largest ethnic group on Jamaica, with East Indians a close second. This blend of cultures is deliciously apparent in the local cuisine. American-style food is plentiful, but most visitors like the spicy curried dishes and the seafood pre-



6 v



The vacation highlights picked out by the airline pilots and stewardesses whom **BLACK ENTERPRISE** asked for their recommendations included the calm, unspoiled beauty of the Kenyan countryside (1), a livelier bit of nature on Jamaica (2), the contrasting metropolitan charms of Madrid (3) and San Francisco (4), the mystery-tinged bustle of a Moroccan bazaar (5) and the ancient domestic ritual of tortilla baking in Mexico (6). We also threw in, as a suggestion of our own, the patio of the Sandy Lane Hotel in Barbados (7), whose allure our photographer couldn't resist between shooting sessions for this issue's cover.



# CHEVROLET MAKES SENSE FOR AMERICA

## EXAMPLE: IMPALA'S COMFORT MAKES A LOT OF SENSE FOR A LOT OF PEOPLE.

Big people. Tall people. Older people. Young people with little ones. People who travel far. People who travel together.

### THINK SENSIBLY.

These are times requiring each of us to think hard about our car needs. To think out carefully just what car, in what size, is right for our individual requirements. For a lot of people, a small economy car such as Vega is the right answer. But everybody can't get by with a small car.

### CAR POOLS, GROCERIES AND THE TRAVELING SALESMAN.

Because it's a bigger, roomier, more comfortable car, Impala makes a lot of sense for a lot of

driving requirements. Impala's leg room and six-inch-deep foam seats can make car-pooling a very comfortable proposition.

Its big, functional, usable trunk can be loaded with grocery bags without squashing the bread. And if you travel for a living, you can get where you're going comfortably surrounded by a lot of car. When you think about it, Impala's room and comfort make a lot of sense for a lot of people today.

### IMPALA'S VALUE IS IN TUNE WITH THE TIMES.

We offer Impala at a reasonable price. With an impressive list of standard equipment including power steering, power brakes and automatic transmission. Impala's special frame coating helps resist corrosion in salty winter road areas. Its disc brake wear sensors let you know when the linings need replacing to help save you money in the long run. Available GM specification radial tires offer less rolling resistance for improved fuel economy. Speed and cruise control you can order can help you maintain an efficient 55 mph. When you think about it, Impala's value makes a lot of sense for a lot of people today.

### IMPALA'S RESALE VALUE: A COMFORTING THOUGHT FROM THE PAST.

For the last 14 years in a row, Impala has been America's favorite car. Number one... hands down. One big reason Impala's so popular now is because it's so popular old. Impala traditionally has had a higher resale value than its nearest competitor. That's why we call Impala "The Great American Value."

Think about your car needs today. If they include ride, room and comfort at a reasonable price, turn those thoughts to Impala. Because when you think about it, Impala makes a lot of sense for a lot of people today.





pared in the traditional Jamaican manner, the aki (a fruit-like vegetable) and the dried codfish that Jamaicans themselves enjoy. Vacationers also appreciate the rums and liqueurs that are byproducts of the island's sugar and coffee industries.

## **SAN FRANCISCO: "PEOPLE WHO LOVE TO PARTY"**



"The weather's nice and there's always something to do," says United Air Lines stewardess Geraldine Flowers about San Francisco, her favorite vacation spot. She dotes on Mexican food, and claims one

can get the best at Celia's Restaurant in the city on the Golden Gate. Getting around is no problem, Gerry maintains, since "easy-to-follow maps are available to visitors, and you find that the city is very close-knit." Gerry reports with particular satisfaction that she always feels comfortable moving about San Francisco whether she is with or without an escort. There are lots of night spots with top entertainment and live bands, and prices are lower than in many other big cities—big-time performers can be enjoyed for as little as \$2.50. Gerry recommends two clubs in particular, The Orphanage and The Soul Train. "A friendly atmosphere and people who love to party," plus bicycle riding, swimming and tennis, make San Francisco a city not to be missed, according to this fun-lover.

## **LANDAU: BEER AMONG THE VINEYARDS**



If Landau sounds to you as though it ought to be the name of one of Detroit's more luxurious products, you're not so far wrong. In pre-automobile days, it was the name of a certain kind of fancy four-wheeled carriage. But that's not what Captain Fred Pitcher, of Western Airlines, has in mind when he starts talking about Landau. He is referring to the small town in the Palatinate region of southwestern Germany, where landaus were indeed first built but which he prefers for entirely different reasons. For one thing, there's year-round action at Landau. In late

winter, they have a Carnival. In May, there's the wine festival. A little later, there is a sausage festival. And in October there is the beer festival. Since Fred is partial to beer, that's the festival he likes best. That the Palatinate is one of Germany's most famous wine-growing regions, like the valleys of the Rhine and Moselle Rivers bordering it, doesn't seem to detract from the quality of the locally brewed beer, Fred points out. For those without a taste for either beer or wine, he adds, the cosiness of a small town with a history going back more than half a millennium offers a lot of pleasure.

## **MADRID: RECOMMENDED FOR BARGAIN HUNTERS**



A pleasant climate, open, hospitable people, and a dash of European sophistication keep TWA stewardess Carolyn Todd coming back to Madrid. She also likes *paella*, a casserole of saffron rice and seafood, and the swimming pool at the Plaza Hotel. Bargain hunters are in their element in the Spanish capital, Carolyn reports. Shoes and other leather products, including suedes of all types, can be purchased inexpensively, and there are good buys in silver, china and lace. For the sports-minded, there are plenty of tennis and golfing facilities and, of course, Spain's most famous spectator sport, bullfighting. For those with a cultural bent, Carolyn recommends the Prado, one of the world's great museums or the short trip out of town to the Escorial, the palace in a monastery built by Philip II, in whose day the sun didn't set on the Spanish empire but the Armada sank.

## **NAIROBI: FEELING AT HOME IN AFRICA**

In eight years as a pilot on TWA's worldwide system, First Officer John Gordon has settled on Nairobi as his "home away from home." The thriving capital of Kenya has become one of Africa's airline crossroads and now boasts a population of half a million, including many Asians and a small European community. For John, though, the big attraction is that he feels "a sort of kindred spirit with the distinct majority, who are Africans." The comparison of African and black American lifestyles is a great topic of conversation, he adds. John has made quite

a few friends among American blacks who have chosen Nairobi as their permanent home and are helping build the developing nation's economy. "These guys are willing to bend their backs a little bit to make it work," he says admiringly. For most tourists, the game reserves and national parks, full of exotic wildlife, probably are Kenya's number one attraction. In an animal refuge just 10 minutes from downtown Nairobi, visitors can laugh at the antics of baboons and watch gazelles, giraffes, leopards, cheetahs, lions and tigers. What really matters for John, though, is the feeling that he is "coming home to a place where most of the people are black like me."

## **MEXICO CITY: PASTRIES, DISCOTHEQUES, STATUES**



In six years as a stewardess with Eastern Airlines, Loreena Strickland has had plenty of opportunities to pick a favorite vacation spot, and her choice is Mexico City. She likes to be there for Christmas, partly to get away from slush and sleet, partly because of the beautiful Christmas illuminations and partly because she has grown fond of a type of delicate pastry that the Mexicans bake only during the holiday season. Another of Mexico City's attractions for Loreena is that horseback riding is a popular sport. You can even take a horseback tour of the city, she reports. Most tourists, of course, will prefer to get around by means of the subway, which is the newest in the Western hemisphere and should prove an eye-opener to anyone who has ever wondered if there isn't something better than the screeching, dirt-encrusted trains that travel underneath our big cities. For nighttime fun, there are plenty of discotheques, but Loreena warns that not all of them admit unescorted women. During the day, one of her favorite places in Mexico City is the Museum of Anthropology in spacious Chapultepec Park, which houses a magnificent collection of pre-Columbian relics. The ones Loreena finds herself drawn to most often are the giant stone heads carved by the Olmec Indians. For an even more awe-inspiring glimpse of the glories of ancient Indian culture, she adds, you should be sure to make the trip to the Pyramids of the Sun and the Moon just outside Mexico City.

# IT'S A TOUGH YEAR FOR SOME AIRLINES. BUT TWA ISN'T CUTTING COMFORT.

If you've been reading the business news, you might think your next flight will feature wooden benches and stale sandwiches.

Not TWA.

We think the way to stay healthy this year is to fight even harder for your business.

And so we're still giving you the comforts and conveniences you've come to expect from TWA.

Next time you're flying on a short business trip, across the country or around the world, come fly with us.

TWA is still TWA.



**Choice in Coach.** On Ambassador Service® meal flights, we give you a choice of 3 meals in Coach. TWA is known for taking good care of our Coach passengers and we're not going to change that.



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**Twin Seat in Coach.** This is one of the most comfortable features of TWA's 707s and 727s. If nobody's sitting next to you, you can fold down the center seat and sit 2 across instead of 3.



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**Carry-on Luggage.** TWA has full-size carry-on luggage compartments on all our 727s and 1011s. At your destination, you just grab your bags and go. No waiting around at the baggage claim area.



**Comfortable Planes.** TWA still flies our spacious 747s, our 707s and our 727s. And we're adding even more big 1011s—the most technically advanced aircraft in service today. On our routes we're the only airline that has it.

## TWA IS STILL TWA.

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# BLACKS BEHIND THE SCENES

With airline employment opening up, black managers increasingly are filling senior positions in functions the public rarely is aware of

If you fly at all frequently, you know that there are a good many black stewardesses on American airlines now. You may also have noticed a black pilot or two. If you read the papers at all, you know there are blacks in the executive ranks of the airlines—certainly since Paul Gibson a few months ago exchanged a vice presidency at American Airlines for the post of deputy mayor of New York City.

Stewardesses, pilots and airline vice presidents all hold jobs that a lot of people want and that are readily visible to the public. But of course these are not all the good jobs the airlines offer. There are many more such jobs "behind the scenes," in a wide variety of technical and administrative functions. How well are blacks represented there?

Generally not as well as on the side where an airline deals directly with the public. But at the same time there are enough blacks in responsible "behind-the-scenes" positions to prove that there are important professional opportunities here and to lend some weight to the airlines' claim that they are honestly trying to recruit qualified blacks for these jobs.

Among the blacks who have already reached the managerial level in the technical and administrative airline work that goes on

behind the scenes, the consensus tends to be that they consider themselves fairly treated. They speak very little about problems with their superiors. Most of them do have stories to tell about initial troubles with some of the whites working for them, but they also say such troubles tend to disappear once a black manager has proved that he knows his job.

That's the position taken by Donald B. Young, a 32-year-old native of Danville, Ill., who is Eastern Air Lines' manager of aircraft services at Newark (N.J.) International Airport. As such, he has 69 people working for him, including seven supervisors, and is responsible for servicing and supplying nearly 50 airliners a day.

Among other things, this means that Young is paid around \$17,000 for being on call 24 hours a day, even when he is in his home in Mount Vernon, N.Y., with his wife and their two-year-old daughter. When there is any kind of emergency, such as heavy snowfall, chances are that he doesn't get home for 24 hours on end in the first place.

Keeping airplanes in flying trim sounds like a straightforward job but isn't. Union problems, Young says, take up a lot of his time, and for most of the operations he oversees a precise procedural sequence is

prescribed that must be followed if the work on the ground is to mesh smoothly with the flight schedules the public relies on. Beyond that, Young explains, there is "just plain trying to solve the day-to-day problems that might come up for which there is no written procedure." He also sees himself as something of a morale booster, who wants to pass on his enthusiasm for the job to be done to those working for him. "I want to give the public who chooses to fly Eastern a quality product. That's what the company is paying me for, and that's my responsibility."

Young came to Eastern along a decidedly circuitous route. After graduating from North Carolina A&T with a degree in English and history, he spent four years patrolling the outfield for various teams in the Giant and Cardinal farm systems, hitting for a career average of .292 before his arm went dead. ("I went bowling one day and thought the idea was to throw the ball down the alley just as hard as I could. The arm was never the same afterwards.") Willie McCovey and Felipe Alou are a few of his acquaintances from those days whose names have become household words. Not surprisingly, the late Jackie Robinson remains one of Young's idols to this day.

Before he took over his present job a year





Constant movement back and forth between his office and the flight line marks the work of Donald B. Young, Eastern's manager of aircraft services at Newark airport.





ago, Young was a personnel supervisor for Eastern at New York City's Kennedy International Airport. "I covered Kennedy and LaGuardia and also Toronto and Montreal in Canada," he recalls. "During the four years I was on that job, I tried my best to recruit quality people for the airline and present my bosses with the best they could ask for. I think I had a good understanding of my role in the job."

Young tends to downplay any problems he may have had on his jobs because of being black. "We all have problems, whether we are black or white," he observes. "And something that I might see as a big problem others may see as nothing at all." He adds, however, that he has been fortunate at Eastern in having managers who were able either to see things "as I saw them or at least to try hard to understand the situation as I saw it."

At the same time, Young is acutely aware of his pioneering role in an industry that for years had skycaps and cabin cleaners as its only blacks. "We've been forever trying to prove ourselves and do a good job," he says. "So if a black gets a chance to do a good job, he's got to seize the opportunity. If he doesn't, he doesn't deserve the chance."

The evolution that Donald Young is so conscious of literally describes the career of 26-year-old James A. Watkins, Jr., who in six years with American Airlines made the climb from skycap in his hometown of Memphis, Tenn., to manager of budget and cost analysis for the company's Houston, Texas, operation. When he started skycapping, he was also attending classes at LeMoyne-Owens College, majoring in economics. "I used to work the five p.m. to one a.m. shift, and my supervisors would let me study during slack periods," he recalls. Even after work and study, Watkins apparently had plenty of energy left over—he made the track team, covered sports for the college newspaper and was class president during his sophomore, junior and senior years.

The year 1970 brought Watkins' graduation and also promotion to captain of American's Memphis skycap contingent, a job that put him in charge of ten men and made him the youngest skycap captain in the entire American system at the time. In his present job—to which he drives from his home in Houston's Spring Branch section, where he lives with his wife and their three-year-old son—it is figures rather than people who are his immediate preoccupation. He



From where James A. Watkins, Jr., works as manager of budget and analysis of American's operation in Houston, Texas, it sometimes seems that airlines really fly on reams of paper.

oversees the bookkeeping aspects of virtually all of his airlines' local operations. "The daily budget takes into account all salaries and related expenses," he explains, "as well as rent, landing fees, fuel costs, servicing expenses, and that's still only scratching the surface." Once again his position has conferred on him a unique distinction: So far as he knows, he says, he is the only black in the American system who holds a "key field controller function."

Watkins acknowledges that exercising

such a function in a Southern office of a white company at times has led to situations "that you wouldn't describe as ideal, but these problems were overcome as I gained my coworkers' respect. I have always been determined to do a good job, and I think I have." If he has any problems now, Watkins adds, he suspects they stem from his tendency to shyness, which he sees as a heritage of his fatherless boyhood in the Memphis ghetto. "But I recognize this, I try hard to overcome it, and I think I'm coming out of it now."

Like Young, Watkins is convinced that the opportunities for blacks are improving significantly throughout the airline industry. "Blacks do have a better chance at the important jobs now," he says, and adds, with understandable pride in a company that has been good to him, "American, I'm sure, will always do its best to give them the opportunity."

Another man who feels no doubt that he owes his job to what he can do and not the accident of his being black is Thawn T. Johnson, 32-year-old manager of sales and services for Seaboard World, the nation's second-largest all-cargo carrier. Johnson's title is misleading, for his is anything but a more or less routine executive-level function. Rather, he is something of a super-dispatcher operating on a global scale. The reason is that there is a world of difference between flying passengers and flying cargo, since in the latter case the airline takes on the job of figuring out the best way (satisfactory to the customer and at the same



Eighteen years with Pan American World Airways have brought Maurice Wardlaw to a key executive spot as manager of the office of urban affairs and equal opportunity.



*Thawn T. Johnson's functions as manager of sales and services for Seaboard World look orderly on a wall display but are better described as involving survival amidst conditions of controlled chaos.*

time most profitable to itself) of getting the payload from point A to point B.

One of Seaboard's salesmen in Tokyo, for example, may call Johnson at the airline's New York headquarters with the news that he has a shipment from a local electronics manufacturer that must arrive in Frankfurt, Germany, within the next 48 hours. Now it is up to Johnson and the 19 people under him, who handle all of Seaboard's east and westbound traffic, to figure out whether this cargo had best be carried on a direct flight, on a combination of flights or maybe even with the help of a ground transshipment. The right answer demands an encyclopedic knowledge of Seaboard's customer accounts, routes, tariffs, flight and ground equipment and costs, as well as of highly specialized information such as the packaging and handling requirements of perishable or fragile cargo.

"We try to ensure an orderly and smooth flow of traffic," Johnson says of his job. Watching him, an outsider soon becomes convinced that chaos lurks behind this bland description, but Johnson refuses to see it that way. "I just can't afford to become excited about things. I have an orderly mind, and I remain cool about what's going on."

Although Johnson came to Seaboard from the electronics industry, his present position is not the first to involve him with cargo and aircraft. Ten years ago, he was a loadmaster in the Air Force at McCord Air Force Base, Wash. Concurrently, he was attending night classes at the University of Washington in nearby Seattle, from which he graduated

with a B.S. in business administration in 1965. A native New Yorker, he now lives in an apartment in Queens with his wife and their three children, ranging in age from four to ten.

Questions about any problems Johnson may have had in his job because of being black bring the answer that the constant pressure under which he and his office operate leave no room for irrelevancies. "My boss only cares if a man can do his job," Johnson says. "You can see this all through the company. In this business there's room for new people, for bright people, and such people are no longer kept out because they are black." Johnson is convinced, in fact, that the public contact offered by the passenger carriers and "the glamorous positions" there have blinded blacks to the opportunities awaiting them with the cargo carriers. "I don't think enough blacks are looking for employment in air freight," he observes. "The money is there," he adds, pointing out that his salary has reached the \$20,000 mark.

In the upper-level jobs behind the airline scenes, blacks probably are best represented in the equal-employment offices. Tokenism undoubtedly has something to do with this situation, but it is equally certain that this does not account for every individual case. It's difficult to imagine, for instance, that Pan American could have found a better-qualified manager for its office of urban affairs and equal opportunity than Maurice Wardlaw. What Wardlaw doesn't know about black employment at his airline

probably isn't worth knowing. He started out with Pan Am 18 years ago as a cabin cleaner and step by step advanced to mechanic's helper and then to mechanic. During this time, he was an active union member and thus acquired a thorough familiarity with the view of the airline industry held by those formally representing the employee's interests. His big break came in 1968, when he was appointed a developmental trainer and counselor in a companywide program, sponsored by the National Alliance of Businessmen, that he describes as designed "to help find qualified blacks for positions within the company." After a while, this job took an ironic turn that Wardlaw nevertheless considers a highly instructive part of his professional experience. The recession had begun to squeeze the airlines and Pan Am rather more painfully than the rest. One of the results was large-scale layoffs, which hit black personnel exceptionally hard, so that Wardlaw found himself concentrating on finding jobs outside the company for suddenly unemployed blacks.

Four years ago, Wardlaw was promoted to his present position, in which he says his chief function is to spot potential trouble between employees and management and to counsel management when trouble can't be headed off. Like other blacks at his level, Wardlaw is optimistic about opportunities for blacks in the airlines. "There's more awareness on the part of the corporations now," he explains. "They realize there should be a lot of improvement, and for the most part the improvement is coming." □



# THE PICK OF THE AIRLINE TOURS

Fourteen airlines present the vacation packages that they believe will give you the most enjoyment for your money, from sightseeing to sports

*A gaudy of vacation tours specially selected by major airlines for the Travel issue of BLACK ENTERPRISE.*

## AIR AFRIQUE: COUNTRY-HOPPING IN AFRICA

Air Afrique will take you from New York's Kennedy International Airport on its "West Africa Inaugural," a tour of five West African countries built around deluxe hotel accommodations and plenty of sightseeing. You leave on Saturday and return 14 colorful days later. Most meals and transportation on excursions as well as to and from airports in Africa are included in the package price, as is the air fare. Your first stop is Monrovia, the Liberian capital, where you can experience the unique blend of cultures of an African nation that owes its independence to black settlers from the United States. Then on to the Nigerian capital of Lagos, whose cosmopolitan bustle and sophistication may well come as a surprise. Accra, Ghana's capital, then will unfold a truly historic panorama: the evidence of the country's ancient indigenous culture, the impressive architectural remnants of the colonial period and the strongly emerging modern nation founded by Kwame Nkrumah. For a complete change of pace, you can look forward

to Lome, the next stop. Though the capital city of Togo, it is a charmingly calm fishing village almost unchanged by the passage of time. Finally, modernity comes back with a vengeance in the Ivorian capital of Abidjan, the African citadel of untrammelled free enterprise. If the commercial flavor becomes too strong, you have a chance to escape it on a trip to nearby Banco and its tropical rain forest.

The tour costs \$985. Bookings must be made at least six weeks in advance to avoid late-registration charges and require a \$200 deposit per person. Airport taxes, excess baggage (exceeding 44 pounds), lunches, liquor and wine, and food not on hotel menus are excluded. Available through March 15, 1975.

## AMERICAN: ON THE TRAIL OF BLACK HISTORY

In association with Holiday Inns, American Airlines offers hotel accommodations and rental cars with unlimited mileage for any of nine tours in this country and Mexico built around the heritage of black history and lucidly it lengthily named "American Experience Fly/Drive into Black History." The basic package is designed for a party of up to four persons and covers six nights and

seven days. The "Great Lakes" tour, for instance, which costs a basic \$209, offers accommodations in Buffalo, N.Y., Cleveland, Ohio, Detroit, Mich., and Chicago, Ill. Typical of the memorials of black history that you can take in are Chicago's Du Sable Museum, commemorating the fur trader and trapper who around 1779 became the city's first non-Indian settler, and Provident Hospital, the country's first training school for black nurses. Your rental car will be an air-conditioned Plymouth Duster or similar model (except in Mexico, where a Volkswagen sedan is standard), and the basic accommodation is a large room with two double beds.

Tour cost for a party of up to four ranges from \$179 to \$215; the nightly extra charge for one additional room ranges from \$14 to \$20. Air fare is excluded, as are surcharges of \$3-4 per night at a few of the Holiday Inns, local hotel and car rental taxes, and gasoline. Available through December 31.

## AVIANCA: TO THE EMERALD COAST

Avianca, Colombia's national airline wants to take you on its "Caribbean Interlude"—seven nights and eight days on Colombia's Emerald Coast along the Caribbean. You'll



start your stay on this stretch of unspoiled beaches in Cartagena, where you will spend three nights at the Del Caribe Hotel, which will lay on a welcome cocktail party and wants you to know that it serves American breakfasts. A harbor cruise including lunch at a patio restaurant and a tour of the walled city of Old Cartagena will be highlights of your stay, to which you can add a fling at the local casino. For the second part of your vacation, you'll move on by air to the even older city of Santa Marta, where you'll sleep in a bungalow at the Irotama Hotel, which advertises its welcome as a "rum surprise" cocktail party. Aside from another four of historic ruins and a trip to the manor house where Simon Bolivar died, you'll be on your own and can go fishing, snorkeling or sailing. You can also try your luck again in the casino.

Tour cost is \$243 from Miami or \$327 from New York City. Variations of the basic package that include the Colombian capital of Bogota or Caracas in Venezuela are offered at extra cost ranging from \$38 to \$84 from Miami and from \$52 to \$86 from New York City. Available until December 31.

### BOAC: INESTAD OF SUMMER CAMP

With Old World insight into what makes for gracious living, BOAC British Airways offers to take the kids off your hands for 32 days this summer, during which they will tour England, Wales, Holland and France on "Young Adventure Holidays," a program described as specially designed for 12-to-15-year-olds. In Wales, BOAC has laid on pony treks, caving expeditions and walking trips; for the English leg, there's a stay in a sixteenth-century farm house and a series of one-day canoe excursions; in Holland, the youngsters will cruise the canals; and the piece de resistance will be a three-day stay on the French Riviera. Close supervision by instructors will provide an adult measure of safety, the airline says, and just in case you believe kids don't have to have fun all the time it adds that "responsibility, maturity and independence" are the traits the tour is meant to foster.

Tours depart once in June and four times in July from New York City. Total cost of the land arrangements is \$415; in addition, roughly \$360 should be allowed for the typical air fare between New York and London. The basic cost includes chaperone service at the airport in New York. Reservations must be accompanied by a \$50 deposit, or

which \$15 is treated as a non-refundable booking fee; the balance of the \$415 must be paid eight weeks before departure. During the last six weeks before departure a cancellation fee of either \$50 or \$100 is in effect.

### BRANIFF: ENDLESS VARIETY IN MEXICO

Braniff International Airlines in association with Princess Tours has put together an almost bewildering variety of Mexican vacation packages. The one constant element of all of them is a cruise between Acapulco and Los Angeles on the Princess Italia or the Island Princess that lasts at least five days and includes at least two stopovers along Mexico's Pacific coast. To this you can add just a two-day stay in Acapulco either before or after the cruise or a visit to Mexico City as well plus a leisurely trip overland to Acapulco provided you have up to another nine days' time. Those nine days include Taxco, the silver capital of the world, the warm mineral baths of the spa at San Jose Purua, cobblestoned Guanajuato, a jewel of a city from Spanish colonial days in addition to delights and riches of Mexico City.

Prices per person range from \$388.50 for the shortest tour (eight days) to \$805 for the "deluxe" version of the longest tour (18 days) during the period from April 17 through October 14, assuming shared occupancy of twin-bed stateroom on board ship. The corresponding range for single-stateroom accommodations is \$404.50-975. During the winter season, prices are slightly higher. Air fares are excluded from all these figures.

### BWIA: TO THE ISLANDS WITH RACKET AND CLUBS

Summing up more than 30 years' experience with tourists in the Caribbean, British West Indian Airways says they used to be lazy types who only wanted to bask in the sun and ready only for "as much exertion as rolling over required." But now there is a new breed of tourist looking for action. To lure him southward, BWIA offers its eight-day "Sports Carousel" trip to Barbados and Trinidad, which anyone really hung up on activism can turn into a tennis and golf marathon. At Barbados' Paradise Beach Hotel, you can even play tennis under floodlights as well as during the day. If you prefer a somewhat less relentless athletic pace, you can take up BWIA on its offer of horseback riding on Barbados and a leisurely cruise around the island and, later on

in Trinidad, a tour of Port of Spain and Maracas Bay. Your base in Trinidad will be the Hilton, the tennis courts there are at the Tranquillity Square Tennis Club, and the golf course is that of the St. Andrew's. On Barbados, the course you'll play is the one at the Sandy Lane.

"Sports Carousel" costs \$413 per person for double occupancy, including air fare from and to New York as well as transportation to and from the hotel in both Barbados and Trinidad. Available from April 15 through December 15 for weekday departure, for departure on Saturday or Sunday, the price is higher.

### DELTA: DOWN TO THE SEA FROM MIAMI

Delta Air Lines' "Great Escape" indeed sounds like the way to get away from it all, except possibly for the chore of figuring out which variant of this tour package suits you best. The essential ingredients are a stay of at least two nights in Miami Beach and a round trip cruise to the Bahamas—either to Nassau and Freeport on the SS Bahama Star (four days) or to Nassau alone on the SS Emerald Seas (three days). The Miami Beach hotel provided in the basic package is the Ivanhoe (on the European plan); for an extra \$10-15, you can substitute the Seville or, if you're a golfer, the Diplomat Golf and Racquet Club in Hollywood Fla., where greens fees will be covered for as many rounds as you care to play. The only dates you are tied to are the cruise departures from Miami, which come on Fridays for the three-day trip and on Monday for the four-day trip; it's up to you whether you want to stay in Florida before or after the cruise.

For double-occupancy at the Ivanhoe, the "Great Escape" costs \$145-220, depending on the kind of cabin accommodation you choose for the cruise portion. Air fare is additional.

### EASTERN: THE COMPLEAT RESORT

If quality is as important to you as price and you believe a vacation must offer something to every one in the family, Eastern Air Lines says it recommends seven days at its Cerromar Beach Hotel on Puerto Rico's Dorado Beach. Fathers can unwind there on the golf course or tennis court, while mothers shop in Old San Juan or repair to the hotel's sauna or health club. You have the options of enjoying yourself with the children, perhaps on the 1,600-foot beach or in



the Olympic-size swimming pool, or lovingly parking them in the hotel's free day camp. And after the kids are in bed, you can start thinking about a candlelit dinner in the Club Cerromar and a fling in the hotel's casino. Among the optional extras are a one-day shopping trip to St. Thomas in the Virgin Islands, a tour to the rain forest at El Yunque and deep-sea fishing.

The cost of seven days at the Cerromar Beach under Eastern's Summer Family Plan for a family of four (including two children under 18) is \$172 per person on the modified American plan (breakfast and dinner) or \$76 on the European plan (no meals). For two adults and one child, the price per person is \$10 higher. Children under three go free, and there is no charge for cribs. Transportation between San Juan International Airport and the hotel is included, but the air fare is additional. Available from May 11 through October 20.

#### **ETHIOPIAN: ACROSS AFRICA'S WAIST**

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Nairobi and a trip to the island of Zanzibar instead of the day in Dar-es-Salaam. The extra charges for these options are \$41, \$18 and \$42, respectively.

"West-East African Images," including economy-class air fare, costs \$1,409.10 for deluxe hotel accommodations or \$1,258.10 for economy accommodations during the summer months; for the rest of the year the corresponding prices are \$1,350 and \$1,199. All these figures are for double occupancy; the single-room surcharges are \$99 and \$65 for the deluxe and economy versions, respectively. Each reservation must be accompanied by a \$200 deposit, which is refundable up to six weeks before departure, except for a \$25 handling fee. Full payment is due six weeks before departure. Transportation and airport taxes, wine and liquor, food not on table d'hôte menus and baggage in excess of the 44-pound limit are

*CONTINUED on page 62*



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# An Interview with United Air Lines President Edward E. Carlson

*Edward E. Carlson is one of those people who make it hard to dismiss Horatio Alger as a myth. Now president and chief executive officer of both UAL, Inc., and its subsidiary, United Air Lines, he started out as a hotel page boy and steadily worked his way upward to the executive offices of Western International Hotels. In 1969, he became chairman and chief executive officer of the company. A year later, it merged with United, and Carlson switched from the hotel company to the presidency of the airline. Under his guidance, United has gone a long way toward recovery from the slump that hit the airlines at the beginning of the decade and toward asserting itself as what Carlson proudly calls "the world's largest transportation company."*

**BE:** Mr. Carlson, the airline industry has been in some financial difficulty for some time now. What are the problems that brought about this situation, and what do you see as possible solutions to these problems?

**Carlson:** The most recent financial crisis of the airlines was highlighted in 1970 and 1971, when the industry found itself with more wide-bodied airplanes than were needed to take care of the airline transportation needs in this country. This was about the time when all of the major carriers were receiving 747s and DC-10s. A year later, the 1011s followed. United Air Lines

went from a profit in 1969 of \$45 million to a loss of \$40 million in 1970. That's an \$85 million swing. But all of the carriers, excepting Delta and some of the smaller carriers, experienced losses. In 1971, the Civil Aeronautics Board approved a request by TWA to allow carriers to participate in discussions that might eventually result in route segments being adjusted for better relationships between capacity and demand. As a result of those discussions, which were monitored by the CAB, United and TWA and American joined in capacity agreements for the major transcontinental markets. In 1971, the major carriers made some substantial improvements in their earnings. UAL, Incorporated, our holding company, at the end of the year, had moved from a \$40 million loss to a \$5 million dollar loss—still a loss, but a substantial improvement. In 1972, the holding company moved to a \$20 million profit; then in 1973, we made \$51 million.

**BE:** What was behind this improvement?

**Carlson:** One factor was a better relationship between capacity and demand, arrived at by unilaterally reducing a number of schedules and by reducing schedules in cooperation with TWA and American, in a way that was approved by the CAB. Intensive attention to cost control and aggressive marketing were other factors. And then, through the '72-'73 period—the period just ended, in which we were able to announce profits for the airline of \$48 million—we had the benefit

of the new organizational structure which we put into place in January 1972. Those of us who occupied senior management positions in this company determined that United, because of its size, could better function as a decentralized company rather than as a highly centralized one. And we created three major geographic divisions and then took major divisions—such as computer and communications services, food services, maintenance—and, to the extent that it was possible in a unified transportation system, set them up as profit centers, giving each of these major divisions a good deal of autonomy.

**BE:** Talking about scheduling, one of the problems the airlines have had is too many flights at some cities and over some routes. Do you see a solution for this problem?

**Carlson:** Well, you are speaking of a fact. Take Los Angeles. American, United and TWA all leave for New York within five minutes of each other at nine o'clock in the morning. That is a historic marketing problem, and prior to the last few months, it was a serious problem, because you would have each carrier maybe running at 30 per cent load factor. So somebody says, why doesn't United go at ten thirty instead of nine o'clock? Well, because nobody wants to leave Los Angeles at ten thirty. They want to leave at nine. So let's say United does move out of the nine o'clock slot. And TWA and American say, Hallelujah for United, because

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about the same number of people are still going to leave at nine. Only now the business is divided between two rather than three. So nobody will willingly make a move out of a market like that and let the other fellow get it. Now the way that has been solved was first by the capacity agreements that I spoke of earlier. Second, the whole problem of excess capacity and unprofitable route segments has now been highlighted by the energy situation, when the airline industry was told that it could only have fuel in 1974 equivalent to 95 per cent of 1972 levels. That means we had to go back and look at every schedule and say, we are going to have less fuel. Now how many trips can we fly with this amount of fuel available? And then the President's order on that Sunday night took everybody down to 85 per cent, which really meant a reduction of 25 per cent. And the industry was concerned on that account, because that really meant that you were cutting into the very muscle of the airline transportation system. There is pretty good agreement that you can take the schedules down to 95 per cent of 1972 levels, which means about 12 to 15 per cent less than 1973—don't forget you would have had a growth period in 1974 over 1972. But when you begin to go below that, then you've got some problems. So now most of the carriers are running load factors higher than they were in 1972. And now that the Federal Energy Office has said the carriers can have 95 per cent of the 1972 fuel level, rather than 85 per cent, a question arises that I'd better answer, because you'll ask it anyway before we get through. Why can't a lot of the trips be restored that were cut earlier? United, for example, this year is flying about 13.2 per cent fewer schedules than in 1973. Well, the FEO can say that the carriers can have that extra fuel, but the real decision rests with the refineries, the producers—the Chevrons, the Exxons, the Shell Oil Company etcetera. They have to be able to supply you with what you need. For instance, Shell, which is the second-largest producer of jet fuel for United, supplies United, on an annual basis, with about 27 per cent of our needs. In February it had planned on giving United 95 per cent of the 1972 level. Then the military came in and took some fuel away, and we went down to 75 per cent. So Shell went out and bought on the open market for crude and managed to get our allotment back up. I think it finally ended up, in February, at about 85 per cent of the 1972 level when we got all through.

**BE:** So you are saying that you are now allotted 95 per cent of your normal requirement, but the oil companies cannot supply you with it?

**Carlson:** We have not been able to get up to the FEO allotment since it was first proposed. In January we finally got to 93 per cent. February it was 86 per cent. We're going in short in March, but it looks like we

may be able to get up to about 88 or 89 per cent.

**BE:** Do you think people's traveling habits may be permanently changed as a result of the present situation?

**Carlson:** Permanent is a long time. I think that the whole life style of people in this country is going to be changed, to a greater extent than they realize, for the next four or five years. I think it is going to take that long to really work our way out of this petroleum shortage we're in. Many of us think only of the impact of the petroleum shortage as it pertains to visible things—air travel, the truckers' needs, our needs as people for gasoline. What I don't think many of the people in the country have focused on is the importance of petroleum products to the petrochemical industry, to many, many parts of the whole industrial fabric of this country, where you either have byproducts of the petrochemical industry or you're not in business. Let me give you two examples. My son has a friend in Washington, D.C., who was going to buy a sailboat. And he ordered it. It was a fiberglass sailboat, and two or three months ago, the fellow called him and said he was going out of business because he couldn't get the epoxy—which comes from a petrochemical base—to build the sailboats he had on order. And during the Christmas holidays, we were out on the West Coast with our daughter and her husband, and some friends of theirs were in one night for a drink, and this fellow's family owns a little shoe factory up in New England. And we got to talking about the energy crisis, and this fellow said he dreaded going back home because it looked like they were going to have to lay off about 125 people out of a payroll of about 200 or 210. And it was the largest payroll in this little town—I think it was in New Hampshire. And I said, why would the energy crisis bother you in the shoe business? You have leather products. And he said, we haven't used leather products for years. Everything is a synthetic. And it all comes from a petrochemical base. These are offshoots of the petroleum shortage that I don't think really have been identified yet. That's why I think we're going to see changes in life styles—as these depend on employment, on industrial capacity—over the next four to five years.

**BE:** What is the present level of return on investment for the airline industry?

**Carlson:** The CAB has an allowable return of 12.5 per cent. Nobody has made that return for a number of years. We will shortly release, in our annual report, our return for this year. It's substantially short of 12 per cent.

**BE:** What do you see as some of the reasons why some airlines are doing better economically than others? Has it anything to do with size?

**Carlson:** Well, Delta is a big airline, and Braniff is a small airline, and they are both

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doing well. Braniff is well-operated. It has been able to standardize its fleet. It's got a good route structure, and I think they have done very well. Braniff shares are selling at seven times earnings. United is selling at thirteen times earnings. Delta is a well-managed company. It has a good route structure. It hasn't been troubled with the predatory problems that American and TWA and United have torched on each other by excess capacity. United was burdened with excess competition on the Hawaiian route, and we finally turned a profit on this route this past year. Delta competes very effectively with Eastern on the north-south routes, and Delta's earnings this year were roughly \$75 million. United was second. Delta and Northwest are selling at thirteen times earnings. The marketplace, I think, places these three carriers as good performers. In the next category would come Braniff, Western, Continental.

**BE:** Could we turn to the problems of minority hiring? I don't know the exact figures for minority stewardesses. But I know, there are very few, extremely few minority pilots. What are the reasons for that?

**Carlson:** The problem with pilots is one of need. When I came here in 1971, we furnished 5,000 employees. Among that group were 400 pilots. We recalled about 105, and then late last year, as a result of the fuel situation, we announced the turlough of 300 pilots. For some of the fellows this was the second time around. Before you can hire any new pilots, under the union contract you have to hire all of them back. It's that simple in the pilot ranks.

**BE:** At one airline, the black pilots have filed

suit to get their seniority numbers put up higher than what they are on the basis of the actual dates of hire. What impact do you think will it have if they win their case?

**Carlson:** I don't know enough about this to comment. In fact, I didn't even know there was a suit. I can tell you, though, that nothing is more sacred than a labor contract when a company decides on seniority. You live by it. The bumping of the more junior pilots that goes on in turloughing is really something. So I would think that suit would be directed probably as much to the union as it would be to management.

**BE:** I know the energy crisis has hurt the airlines a lot, but it seems to me it has also caused them to take a closer look at the way they operate. What kind of changes do you see your industry making in the future? Generally, what do you think the coming decade, say, holds for the airline industry?

**Carlson:** I don't see any major changes in the next few years that have not been initiated already. I think you'll find continuing efforts on the part of all the carriers to get greater utilization out of their equipment. In the case of United, we have grounded, so far, eleven non-fan DC-8s, because they're not fuel-efficient airplanes. The most fuel-efficient airplane is a DC-10 or a 747, when you can get the loads up to the proper level. I would think that, barring a more critical situation than the fuel crisis, the next decade of the airline industry will be one of growth, one of continuing to compete vigorously in offering the marketing packages for people who want to travel—a broadening of the travel base for people. There has been some cutback in service, but what isn't rec-

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ognized is that this year United will introduce seven DC-10s into service and in 1975 we've got twelve more DC-10s coming into service. United this year will become a \$2 billion airline, the largest transportation company in the world. The opportunities for the men and women who work for United in the next decade are substantial. I think this is a very exciting time to be in this industry, despite its problems.

**BE:** United seems to have focused quite strongly on the black consumer as a member of the traveling public. This is fairly exceptional among the airlines. Why do you think United is ahead of the field in this respect?

**Carlson:** Let me answer that philosophically, if I can. I come from a broken family. My folks were separated when I was very young. I've worked since I was about nine years old. My grandfather worked for the railroad in South Tacoma, Washington, and he went out on strike, and the company won the strike. The last few years of his life, he worked as a janitor in a public market. I started in the hotel business as a kid, working as a page boy, a bell boy, a cook, a night clerk. I've done it all in the hotel business. And I've been lucky. After the war, I came back and became assistant to the president and had a hand in developing Western into a substantial international hotel company. And then Western merged with United, and the directors, because of the substantial losses that United had suffered, asked me if I would take over the airline. Now through the years I've had a lot of friends because of civic activities I've been in. Blacks and Jewish people and women. I like people. And I have a feeling that anybody in this country, irrespective of his color or his race or religion, ought to have an opportunity to get ahead. And to the extent that I can be helpful in making it possible for people to get ahead I want to do it. Now, in this country it has been necessary to pass legislation to move this program along. And I would think that in a company as big as United there is always going to be a good deal of inertia in trying to get the thing going. But I've leaned on the people in United to do more about our affirmative action program than they have done in the past. To create opportunities for women, for instance. I've said to many women, I hope that before I retire I'll see a woman vice president of this company. There is no reason why there shouldn't be. The same for a black. Now that same type of philosophical answer has to carry over into the black marketing program. And that, I guess, is a long answer to a short question. I think we have done a good deal. I think a lot of us are not satisfied that we have done enough. But anyway, that is what we are trying to do. And we are looking at the black market because it is an important market.

**BE:** Thank you, Mr. Carlson.

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By Wilmer Ames

# STUDYING ABROAD

**S**lowly but surely Americans are reaching the point where getting an education means not just spending at least four years at college but spending some of that four years abroad. In the early fifties, programs like Wayne University's and Smith College's "Junior Year Abroad" were rarities. Today, there's hardly a college in the country that does not either have some such program of its own or is quite willing to give credits for academic work done abroad by a student who has been accepted for its foreign program by some other school.

Even for high school students, there are now programs of foreign study. Xavier High School in Manhattan, for instance, has a joint program with the University of Vienna that lets its students do some of their studying in Austria.

In the past, few black students took advantage of this kind of opportunity. To a large extent, the explanation lay in their generally more straitened financial circumstances. If nothing else kept most of them in this country, it was that the richer colleges were the pioneers in sending their students abroad. In addition, it seems fair to assume that black students and their parents, being heavily achievement-oriented, were some-

what suspicious of the notion that the fun of living abroad can be combined with academic accomplishment.

Undoubtedly, this is about to change. Economically, the rise of increasing numbers of blacks into the middle class is helping, and so is the drop in cost of studying abroad as this becomes a more widespread practice. And because so many Americans have taken to studying in foreign countries, it is easier to see that foreign travel can indeed be combined with solid academic work.

Certainly that is the impression I gained two summers ago, when I visited the "Stanford in Austria" campus, located in the heart of Vienna, and stayed at its dormitory, which occupied two floors of a local hotel. Academically, things were little different from Stanford's home campus in Palo Alto, Calif. The real difference was that, on top of their studies, the students were taking a bath in German language and culture. And contrary to what one might expect, most of the students assured me that they were spending more time studying than they would have back in California.

"The unique thing about a campus in Europe is the flexibility it provides," one student told me. "If we're having medieval architecture in class and I've gotten

interested, I can take off on a weekend and go look at Notre Dame in Paris for myself."

I also got to talk to several of the Xavier High School students in Vienna, whose experience differed from that of the Stanford students only in that their leisure activities were more structured, with a good many pre-arranged, well-chaperoned excursions to the outskirts of the city and tours of the rest of the country. As one of the Xavier students told me, "The outstanding thing about my experience was meeting students from other countries. Aside from about ten of us in the Xavier program, nobody else in my class was English-speaking. The only common denominator we had was German, and because of this I think I have developed my German speaking skills more than I ever could have in the classroom in New York City. I enjoyed myself even though all of our trips were chaperoned and I was kept occupied all of the time. I felt that was necessary. Most of the students in my program were quite young and needed the supervision."

Studying abroad takes a fair amount of foresight, of course. Before you board that jet, you ought to have the answers to questions such as: How long can I afford to stay away? Where are the subjects offered that



I'm interested in, or what subjects are offered in places I'd like to go? Where can I handle the language of instruction? What will my school in this country give credit for?

Few students can work out all the answers on their own. If their school doesn't offer a foreign-study program, they therefore usually end up approaching one of a number of organizations in this country that have specialized in the field of foreign study for Americans.

The best general clearinghouse of information, where you can gain an exhaustive overview of what's offered in the four corners of the globe, is the nonprofit Institute of International Education in New York City. Among students who have already decided that they want a structured program specifically designed for Americans, the American Institute for Foreign Study, of Greenwich, Conn., and Scholastic International, of New York City, a corporate offshoot of *Scholastic* magazine, probably are most popular, closely followed by the Foreign Study League, of Salt Lake City, Utah, a *Reader's Digest* enterprise.

Understandably, by far most of the students enrolled by these organizations offering foreign-study "packages" go to Europe. However, the emergence of a potential market among blacks for foreign study has begun to shift some attention to Africa. Scholastic International, for example, which made its reputation with graduate-level programs in Europe, for this summer has added to its list a course entitled "Perspectives on East Africa," which will take graduate students to Kenya and Tanzania for a 30-day period in July and August. Following the general makeup of Scholastic's programs, it offers a period of study at any of several campuses, course-related field trips and other excursions, as well as travel in two or more countries. There's also a three-day stopover in London and Paris.

Like all the Scholastic courses, this one was developed in conjunction with the Extension School of the University of California at San Diego. One of the benefits of this association is that the courses meet the needs of American teachers seeking advanced credit. Anyone participating in the new East African program has a choice of any or all of three courses on "Ecology and Geography of East Africa," "People and Cultures of East Africa" and "Modern East Africa."

For departure from New York City, the cost of the program is approximately \$1,400. An attractive bonus is that your stay

in Africa will include an eight-day safari to game parks and reserves in both Kenya and Tanzania.

For someone who is just starting to think about studying abroad, it is not easy to distinguish among the organizations offering him their services. There are differences, though. Anthony Hairsotan, for example, who has been a teacher-counselor with both Scholastic and AIFS, says that "the difference between these two groups, which probably represent the main contenders in the field of foreign study, is mainly the amount of emphasis they place on an academically oriented program as opposed to a travel-oriented one. With AIFS, it was more of a total-immersion experience, whereas with Scholastic one day I might be studying in Florence and the next day I might be in London or Copenhagen."

Peter Machen, director of AIFS' High School Division, agrees with this characterization. "At AIFS, we are more academically minded than travel-oriented," he says. "But we do insure that the student who enrolls with us will have the opportunity to see the sights at his course location, on stopovers in other countries and on field trips and other excursions. And most of our summer courses leave the student free time for independent travel at the end of the semester. What is unique about an AIFS campus is its similarity to an American campus. The student has as much personal freedom as his schedule of classes will allow. For any youngster with common sense, that leaves

### The First Step Is Easy

If you want to find out more about the many opportunities for studying abroad, you can begin by simply requesting further information from any of these four organizations:

American Institute of Foreign Study  
102 Greenwich Ave.  
Greenwich, Conn. 06830

Foreign Study League  
Box 1920  
Salt Lake City, Utah 84110

Institute of International Education  
809 United Nations Plaza  
New York, N.Y. 10017

Scholastic International  
50 W. 4th St.  
New York, N.Y. 10036

\*This organization can be reached by sending in the coupon appearing on page 64 of this issue.

plenty of time to truly experience Europe or Africa." (Machen is guilty of an understatement here, for AIFS also offers Asian programs, for example in Kobe, Japan.)

AIFS lays particular stress on the way its programs, which cover the age spectrum from junior high school to graduate study, blend American and foreign elements. An American student is among a group of compatriots at any AIFS campus, but there are usually just as many foreign students attending his courses (even though, abroad as much as in this country, the summer is the academic vacation season). Similarly, all courses are taught by the local faculty, but at every AIFS campus the post of dean of students is held by an American college administrator who acts as counselor to the students and is responsible for liaison with the local faculty.

Typical of AIFS offerings at the junior level is "Comparative Cultures and Art: Britain, France, Netherlands, Spain and Italy." Specially structured to introduce the high school student to the history and civilization of all five countries, the program lasts about 35 days and costs \$1,150, including trans-Atlantic air fare. For college and post-graduate students as well as teachers on sabbatical, AIFS naturally has much more varied offerings, ranging from courses designed for winter or spring vacations to four- and six-week summer programs and packages covering the entire nine-month academic year at a European university. Tuition fees for this last kind of protracted stay start at \$3,050 and cover full room and board and the services of AIFS counselors as well as tuition itself. At the other end of the scale, an Eastern vacation program in either Mexico or Western Europe costs about \$460.

Two basic features of AIFS' as well as Scholastic's programs are that they are structured to group students of roughly the same age and that each group is in a sense locally organized in this country. Both AIFS and Scholastic have teacher-counselors throughout the country acting as their representatives. Each group of students sent abroad by them is the responsibility of one of these teacher-counselors from start to finish—he organizes the group in the first place (as applicants are directed to him from the organization's main office), chaperons it en route and at the foreign campus and eventually brings it back.

So for any black student who has started asking himself why he shouldn't have the chance to study abroad, the answer probably is, No reason why not, really.



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## Whatever the city and whatever your taste—soul food, steak or French cuisine—there's a black-owned restaurant with the right menu for you

If you were black and hungry in Birmingham, Ala., in the late 1930s and had the price of a meal, chances are you went to a restaurant called the Little Savoy, a small, homey eating place for "coloreds." Opened in February, 1937 by Robert Williams and Alvin Alexander, the Little Savoy was, like other black restaurants during the Depression, an important social mainstay of the black community, a meeting place for the exchange of news and views. Typical menu offerings were chicken for thirty-five cents or a bowl of stew or beans for fifteen cents. The man who desired more and had seventy-five cents to back his desire could order a steak dinner.

Not all the black restaurants and nightspots of those years were as unpretentious and inexpensive as the Little Savoy or as truly black. As early as the 1920s, New York's Harlem began to acquire a kind of fashionable mystique among mildly adventurous whites. The *New York Times* in 1929 called it the "up-town frontier." A trip up to a place like Connie's Inn or the Cotton Club for dancing to the jazz bands was the "in" way to spend or end an evening on the town. These glossy, expensive clubs had no color bar, but since the average black could afford \$15 in an evening for drinks and sandwiches even less than the average white, the few blacks who patronized them were likely to be from the well-heeled theater and "sporting life" crowds.

The most successful clubs were white-owned, and little of the money they took in remained in the black community. But they did give such performers as Ethel Waters, Duke Ellington, Cab Calloway, and later Count Basie and Lena Horne a showcase for their talents at a time when they were still barred from working in the plush white places downtown.

In recent years, with general



gains in black business resources and know-how, the picture in the restaurant business has changed somewhat. No fewer than 14,125 black-owned eating and drinking places are listed by the U.S. Department of Commerce, ranging from simple, home-style cafes in the tradition of the Little Savoy (which finally closed its doors in the late fifties) to high-priced establishments that compete with the most prestigious white-owned restaurants.

And compete they must. As blacks become more affluent and more sophisticated in taste, few of us eat exclusively in the black community. Some of today's most successful black restaurant owners are meeting the competition head on simply by becoming first-class restaurateurs who happen to be black. Take Alvin Brown, Jr. At his popular Chez Brown, in downtown Washington, D.C., there's not a ham hock on the premises. He serves only French cuisine, featuring specialties like canard à

cherries, and for the past four-and-a-half years, black and white customers alike have been coming back for more.

Although there's still plenty of the traditional soul food around, more and more black restaurant owners are expanding their menus, most often in the direction of the steaks, prime ribs, lobster and jumbo shrimp dear to the hearts of most American diners-out. Some of them, like Carlos Carletos, proprietor of the Little Egypt in Detroit, have run into some flak along the way. Four years ago, Carletos decided to offer his fellow black Detroiters truly elegant dining. But after he had licked the problems of financing his business, he found he had to contend with customers who wanted nothing but pigs' feet, chitterlings and spare ribs. The Middle Eastern decor and the house request that gentlemen wear jackets also turned off some diners. They departed in a huff, telling Carletos his restaurant and his menu

were "too high-falutin'." But Little Egypt is alive and well, having attracted, over the years, more and more middle-class blacks who want Chateaubriand and imported wines.

Another special concern of the black restaurant owner is location. The most elegant and prestigious business can fail if its location is not safe, attractive and suitable. Even though the black businessman would probably prefer to remain in, and contribute to, his own community, he may have a hard time finding a site there that meets these requirements. Nevertheless, many top-notch black restaurants are thriving—and attracting an integrated clientele—in predominantly black areas. Dooky Chase, owner and operator of the New Orleans restaurant bearing his name for the past 33 years, feels strongly that "black business is best served in a black neighborhood." Billy Simpson's, a Washington, D.C., landmark for 25 years and popular with both white and black diners, is in the heart of the capital's black community. And in Harlem, so long the home of fine black restaurants, a particularly ambitious and imaginative new establishment has just opened its doors under the ownership of Charles A. Vincent's CAV Enterprises.

Vincent wanted to create a viable Harlem business that would employ a large number of blacks and contribute to the growth of the community. After negotiation with Manufacturers Hanover Trust for a construction loan and planning with consultants from across the country, he opened a \$15 million, 15-story office building on 125th Street in December 1973. It's said to be the largest black-owned office building in the nation. Its entire second floor is given over to Vincent's Restaurant, which has menus that run the gamut from soul food to filet mignon and is designed to attract just about everybody—at

# RESTAURANTS

lunch, the secretary on a budget as well as the boss on expense account; in the evening, pleasure seekers and party-givers from uptown and down. There's a cocktail lounge that can handle up to 100 customers, an elegant "executive dining room" that seats 200, and a less expensive cafeteria with a capacity of 250. For large banquets, the two dining rooms can be joined to accommodate as many as 500 people. Vincent has his own head chef, "maitre d'" and restaurant manager to keep an eye on things, but the bulk of the purchasing, meal preparation, and kitchen and dining room operations are in the hands of an outside food service company that employs the latest food management techniques.

There's a success story behind every entry in the list that follows, representing a good sampling of black-owned restaurants from coast to coast. We compiled it with the help of BLACK ENTERPRISE readers who told us where they like to go when they're dining out with business associates, family or friends. Good eating!

## ATLANTA

### Donn Clendennon's

899 Hunter St. N.W., Atlanta, Ga. 404/525-6391

Ex-Met Donn Clendennon's restaurant serves up soup, steak, roast beef, chicken, barbecued ribs, shrimp, gumbo, salmon croquettes and pies to a clientele that includes athletes, students and professional people. Ultra-modern decor with sporting motifs; weekend entertainment.

Lunch \$1.95-3; dinner \$3.50-\$7.50. Open Mon.-Sat. 9 a.m.-2 a.m. American Express, BankAmericard, Master Charge, Citicards & Southern.

### Paschal's

830 Hunter St., Atlanta, Ga. 404/577-3150.

Steaks, chops, seafood, fried

chicken in southern-style atmosphere. Clientele includes local college people. Family-owned since 1947.

Lunch \$2.25-3; dinner \$2.50-6.50. Open daily 7:30 a.m.-11 p.m. All major credit cards.

## CHICAGO

### Arnie & Lou's

420-22 E. 75th St., Chicago, Ill. 312/483-6550. Easily accessible from Dan Ryan Expressway.

U.S. Prime steaks, braised short ribs, roast turkey, pork, seafood, Southern fried chicken, creole gumbo. Early American decor, business-professional clientele. Founded in 1945.

Lunch \$1.35-2.90; dinner \$3.00-4.90. Open 10 a.m.-2 a.m., till 3 a.m. Sun.; closed Tues. No credit cards.

## CLEVELAND

### Lancer Steak House

7707 Carnegie Ave., Cleveland, Ohio. 216/681-1900.

Steaks, chops, chicken, seafood, creole gumbo (specialty), businessmen's lunch. French provincial decor; known as political meeting place; 14 years at present address.

Lunch \$2-4; dinner \$3.50-8. Open daily 11 a.m.-2:30 a.m. All major credit cards.

## DETROIT

### Little Egypt

10801 W. Chicago, Detroit, Mich. 313/834-1260.

Chateaubriand, prime ribs, lobster. Midwestern decor; entertainment in Show Lounge; banquet facilities.

Lunch \$3.25-\$4.50; dinner \$4.75-\$22.50. Open daily. Major credit cards.

## GARY

### Mae's Louisiana Kitchen

1814 Broadway, Gary, Ind. 219/883-1998. Near City Hall.

Steaks, chops, chicken, oysters, lobster, Louisiana seafood gumbo (specialty). Founded in 1937.

Lunch and dinner \$1.50-5.25; lobsters \$5.50-7.50. Open Mon.-Sat. 12-10:30 p.m.; Sun. private groups only. No credit cards.

### Palm Grove

6859 Industrial Hwy., Gary, Ind. 219/949-0202. Easily accessible from airport.

Offerings range from soul food to Polish sausage and sauerkraut, with steak, roast beef, seafood, gumbo, chicken and dumplings in between. Candlelit atmosphere; business and professional clientele.

Lunch \$1.85-\$6.85; dinner \$2.15-\$6.85. Open Mon.-Thurs. 7 a.m.-11 p.m., Fri.-Sat. 7 a.m.-3 a.m., closed Sun. No credit cards.

## LOS ANGELES

### The Cork

4771 W. Adams Blvd., Los Angeles, Calif. 213/731-2030. In southwest Los Angeles.

Gumbo, chitterlings, other soul food specialties; steaks, chops, short ribs. Red carpet highlights tasteful decor. Clientele includes professionals, sportsmen.

Lunch and dinner \$2.40-5.25. Open daily 10 a.m.-2 p.m. No credit cards.

### Jerry's Flying Fox

3724 W. Santa Barbara Ave., Los Angeles, Calif. 214/293-5544. Easily accessible from airport and Civic Center.

Serves steaks, chops, chicken, seafood, gumbo, sandwiches, salads to business and professional clientele. Candlelit atmosphere.

Luncheon special \$2; dinner \$2.75-\$5.25. Open daily 11 a.m.-2 a.m. No credit cards.

### Murray's Cafe

5974 S. Broadway, Los Angeles, Calif. 213/750-1211. In East Los Angeles.

Seafood gumbo, barbecued

ribs, meat loaf, smothered pork chops, baked sugar-cured ham, roast turkey with oyster dressing, steaks, chops, chicken, shrimp. Southern Louisiana atmosphere. Opened in 1960.

Lunch and dinner \$2.89-4.25. Open 11:30 a.m.-9 p.m., till 10 p.m. Fri., Sat.; closed Tues. No credit cards.

### The Parisian Room

4960 W. Washington Blvd., Los Angeles, Calif. 213/936-0678. Near La Brea Ave.

Steak, chicken, shrimp, oysters, salads. Intimate contemporary atmosphere. Nightclub entertainment. Popular with show business personalities. In business 37 years.

Dinner \$1.50-\$2.00. Open daily 10 a.m.-2 a.m. Diners Club.

### Tommy Tucker's Playroom

4907 W. Washington Blvd., Los Angeles, Calif. 213/936-3730.

Serves Steaks, chops, roast beef, lobster; specialties: ham hocks and greens, stewed chicken with noodles, corned beef and cabbage, kosher short ribs. Popular with sports personalities. Family-owned since 1957.

Lunch \$2.50-4; dinner \$3.50-6.75. Open daily 10 a.m.-2 a.m. American Express, Diners Club, Carte Blanche.

## MEMPHIS

### Fourway Grill

998 Mississippi Blvd., Memphis, Tenn. 901/946-1053. Near LeMoine.

Steak, roast beef, chicken, turkey, duck, shrimp, barbecued ribs, beef rib tips with dressing, salmon croquettes, chitterlings; peach cobbler, lemon icebox pie. Early American decor. Founded in 1946.

Lunch \$1.35-2.25; dinner \$1.35-6.50. Open daily 6 a.m.-11 p.m. No credit cards.

### Hawaiian Isle

1552 S. Elvis Presley Blvd.,

"I'm only sorry I didn't buy one earlier."

Lester B. Brown, Ph.D.



Dr. Lester B. Brown, college dean from Miami, Florida, shares some personal experiences as a Cadillac owner.

"I had owned several cars where it seemed the amount spent on service and repairs exceeded the total car value.

"So I decided to buy a Cadillac—a Sedan deVille. My overall experience has been excellent. It has over 12,000 miles, and it hasn't shown any need to be tuned at all.

"Because ours is a church supported school, I'm on the road quite often visiting churches around the state. It's good having an automobile that will take me there comfortably. People who travel with me have also been very pleased with Cadillac's ride.

"As for financial considerations, up to this point I think I've actually saved money. I haven't expended any money on repairs, and the gas mileage is better than on another car I had that was smaller."

Asked what he thought about younger people driving Cadillacs, he replied: "I would encourage any person to buy a Cadillac— young, middle-aged or older. I'm only sorry I didn't buy one earlier. That's how pleased I am with it."

*Cadillac*



Cadillac Motor Car Division

# RESTAURANTS

Memphis, Tenn. 901/275-7842. Six minutes from Memphis International Airport.

Steaks, chops, chicken, shrimp, roast beef, chicken stew with dumplings. Hawaiian-style decor.

Lunch \$1.40-4.50; dinner \$2-4.50. Open weekdays except Tues. 11 a.m.-3 p.m. daily 6 p.m.-2:30 a.m. No credit cards.

## NEW HAVEN

### Harold's Steak House

239 Crown St., New Haven, Conn. 203/865-3197.

New York strip sirloin, filet mignon, baked stuffed shrimp, lobster tails, filet of sole. Clientele mostly young, professional. Dorned aluminum ceiling is local conversation piece.

Lunch \$1.50-6.50; dinner \$3.95-6.50. Open weekdays 11 a.m.-2:30 p.m., 5 p.m.-10 p.m. (11 p.m. Fri.); Sat. 5 p.m.-11 p.m.; Sun. 3 p.m.-9:30 p.m. American Express, Diners Club. Free parking.

## NEW ORLEANS

### Chez Helene

1540 N. Robinson St., New Orleans, La. 504/947-9155.

Steak, oysters Rockefeller, oysters Bienville, lobster, other seafood specialties, fried chicken, stuffed peppers and potato salad, bread pudding with rum sauce. Old Southern decor. Founded 1942.

Lunch and dinner \$1.90-6.50. Open daily 11 a.m., closes midnight Sun., Tues., Wed., Thurs.; 1 a.m. Fri.-Sat.; 6 p.m. Mon. No credit cards; travelers checks accepted.

### Dooky Chase

2301 Orleans Ave., New Orleans, La. 504/822-9506.

Creole gumbo, stuffed shrimp, pompano Pontchartrain, stuffed breast of chicken with oysters, jambalaya, roast duck with orange sauce, grillade, tournedos Melba. In business since 1941.

Lunch \$1.25-1.75; dinner \$2.50-7.50. Open daily 11:30 a.m.-3 a.m. No credit cards.

### Vaucaresson's Cafe Creole

624 Bourbon St., New Orleans, La. 504/523-8437

Crayfish bisque, gumbo, jambalaya, shrimp-stuffed eggplant, peppers or melon, steak, lobster. French Quarter atmosphere.

Lunch and dinner \$2.25-5.50. Open daily 8 a.m.-2 a.m. American Express, Carte Blanche, BankAmericard.

## NEW YORK

### Charles Gallery

315 W. 125th St., New York, N.Y. 212/850-0753.

Steak, roast beef, shrimp creole, other seafood specialties, barbecued ribs, Southern fried chicken, chicken and waffles, banana pudding, peach cobbler. Business and professional clientele.

Lunch \$1.45-8.95; dinner \$2.95-8.95. Open 11 a.m.-4 a.m. Mon.-Fri., 11 a.m.-3 a.m. Sat., 1 p.m.-4 a.m. Sun. American Express, Diners Club, Carte Blanche, BankAmericard, Master Charge.

### The Jamaican

432 Ave. of the Americas, New York, N.Y. 212/982-3260

Jamaican escovitch, ackee and codfish, roast port calypso, steak, lobster, chicken. Jamaican-style decor.

Dinner \$5.95-7.50. Open 5 p.m.-11:45 p.m., 1:45 a.m. Fri.-Sat. American Express, Diners Club, Master Charge.

### Vincent's Place

55 W. 125th St., New York, N.Y. 212/722-9002

Steak, roast beef, filet mignon, lamb, chicken, seafood. Business and professional clientele.

Lunch \$1.85-3.75; dinner \$5.95-8.95. Open Mon.-Fri. 11:30 a.m.-2:30 p.m., 5 p.m.-9 p.m.; Sat. 5 p.m.-9 p.m.; Sun. 2

p.m.-9 p.m. Cocktail lounge open daily 11:30 a.m.-2 p.m. Carte Blanche, BankAmericard.

### West Boondock

114 Tenth Ave. (17th St.), New York, N.Y. 212/929-9645

Steak and soul food; specialties: smothered pork chops, Southern fried chicken, barbecued ribs, black-eyed peas, chitterlings, collard greens, candied yams. Candlelit atmosphere, jazz from 8 p.m. every night.

Lunch \$2-2.25; dinner \$3.25-3.75; steak \$5.25. Open daily 12 noon-3 a.m. (kitchen closes 2 a.m.). American Express, Diners Club, Carte Blanche, Master Charge.

## NEWARK

### Dr. Wes'

11 Hill St., Newark, N.J. 201/623-0650. Near Penn Station and City Hall.

Black bean soup, steak, beef stew, liver, stewed chicken, chili, chicken and waffles, sandwiches. Business and professional clientele.

Daily specials \$2.25-\$2.95; steak \$5. Dining room open Mon.-Thurs. 11 a.m.-6 p.m.; Fri. 11 a.m.-2 p.m.; bar open daily 11 a.m.-2 p.m. BankAmericard.

## RICHMOND

### Third World

### Cafe and Discotheque

803 W. Broad St., Richmond, Va. 804/539-6059



Steak, roast beef, chili, seafood gumbo, jam sandwiches. Clientele mostly from under-30 college community. Live entertainment. Black heritage decor.

Lunch \$1.25-1.75; dinner \$2.25-3.50. Open Mon.-Thurs. 11 a.m.-12 midnight; Fri. 11 a.m.-9 p.m., 11 p.m.-3 a.m.; Sat. 4 p.m.-9 p.m., 11 p.m.-3 a.m.; Sun. 4 p.m.-8 p.m., 10 p.m.-2 a.m. No credit cards.

## TORONTO

### The Underground Railroad

225 King St. E., Toronto, Canada. 416/869-1400.

Soul food specialties: barbecued ribs, chicken and ribs, corn-fried fish, ham hocks, pig-tails, chitterlings, yams, squash, collard greens, soulcake. Rustic barn with beams and rough plaster.

Lunch \$1.85; dinner \$3.25-5.75. Open Mon.-Sat. 12 noon-1 a.m., Sun. 11 a.m.-10 p.m. American Express, Diners Club, Carte Blanche, Master Charge.

## WASHINGTON

### Chez Brown

519 13th St. N.W., Washington, D.C. 202/737-2143

French cuisine; pate maison and canard a cherries are specialties.

Lunch \$1.95-5.25; dinner \$3.25-9.50. Open Mon. 11:30 a.m.-2:30 p.m., Tues.-Sat. 11:30-2:30 p.m., 5 p.m.-11:30 p.m., closed Sun. American Express, Diners Club, Carte Blanche.

### Billy Simpson's

3815 Georgia Ave. N.W., Washington, D.C. 202/723-1300.

Steak, seafood, soul food; two dining rooms offer choice of early American or African decor.

Lunch from \$2.35; dinner from \$3.95. Open Mon.-Fri. 11 a.m.-2 a.m.; Sat. 11 a.m.-3 a.m.; Sun. 1 p.m.-2 a.m. American Express, Diners Club, Master Charge.



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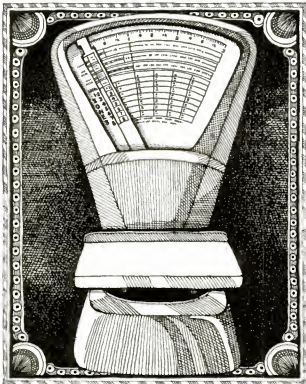
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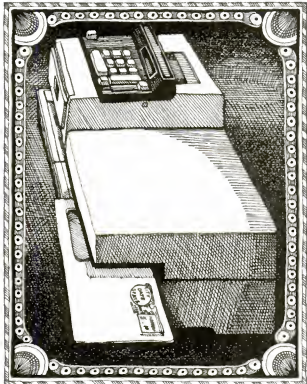
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# AID

ADDITIONAL INFORMATION DEPT.

This is a list of black-owned and/or-operated travel agencies that responded to a recent **BLACK ENTERPRISE** survey. Where supplied to us, the name of the operating head of the agency or agency branch is given. The abbreviations **IATA** and **ATC** indicate accreditation by the International Air Transport Association or the Air Traffic Conference of America, respectively

## CALIFORNIA

Alfo Travel  
2847 35th St.  
Sacramento, Calif. 95818  
James Dorsay  
Charm Travel Agency  
510 17th St.  
Oakland, Calif. 94612  
Ambrosia Jones  
450 Golden Gate Ave.  
San Francisco, Calif. 94102  
Brenda Wilkes (Manager)  
IATA, ATC  
Confident Travel  
1499 Bayshore Hwy.  
Burlingame, Calif. 94010  
William Jackson  
DeVoe Travel Service, Inc.  
3678 W. Santa Barbara Ave.  
Los Angeles, Calif. 90008  
Alberto J. DeVaux  
IATA, ATC  
Economy Christian Tours  
2746 W. Florence Ave.  
Los Angeles, Calif. 90043  
Janica Darby

Sage Allan Travel  
900 Main St.  
Hartford, Conn. 06103  
Ella G. Brown  
IATA, ATC

Vinnie's Travel Agency  
226 Dixwell Ave.  
New Haven, Conn. 06511  
Vincent A. Williams  
IATA, ATC

## DISTRICT OF COLUMBIA

Continental African Travels  
1127 Connecticut Ave., N.W.  
Washington, D.C. 20036  
Kwame Nkrumah  
IATA, ATC

ETA Travel Agency  
1925 Connecticut Ave., N.W.  
Washington, D.C. 20009  
Joseph P. Yaldell  
IATA, ATC

Lincoln-Douglas Travel Inc.  
1730 M St., N.W.  
Washington, D.C. 20036  
Charles E. Smith  
IATA, ATC

Rogers Travel Bureau, Inc.  
3903 Georgia Ave., N.W.  
Washington, D.C. 20011  
Fred L. Russell  
IATA, ATC

Sage Allen Travel  
7203 Walker Mill Rd.  
District Heights, Md. 20028  
Robert Barnes  
IATA, ATC

Star International Travel  
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**Young:** I'll tell you—to get into it really deep—you kind of live two lives: the life on the line or on a trip, and the one you live at home.

**Bryant:** Let's censor this part. [Laughter]

**Young:** What we have to be concerned with, really, as opposed to, say, a guy who's an eight-to-five, who's home every night, is the quality of our relationship with our children and with our spouses. Here again we have the advantage that when we're home, we're home all day. For example, we can have a family outing in the middle of the week. We can even take a small trip between trips, if there isn't the restriction of school-age children. We have more flexibility.

**Powell:** It definitely does affect your home life, and your family does have to adjust itself to your job and to having you gone from anywhere from one day to a maximum of probably twelve days.

**Lambert:** Actually, in my estimate, it's a real turnaround to what it should be, because although we don't have the constant frequency of being at home, when you round out the number of hours spent at home and the amount of time that you're home at the various hours of the day, generally speaking we are home more than the typical working guy—more active hours.

**Powell:** Let's say 15 to 24 grand.

**BE:** What is the base starting salary for an airline pilot?

**Young:** Do we really need to talk about that? We don't want to turn anybody away. [Laughter]

**Bryant:** It hurts.

**Young:** It's about \$600 a month on the average for the probationary year. Then from there it probably doubles—\$1,100 to \$1,200 a month.

**Bryant:** You get extra pay for flying over water, you get night incentive, things like this. It's a very complicated formula. But the pay pretty much doubles after the first year, to an average of \$1,300 a month.

**Moon:** At the top levels it can go to about \$60,000 a year for a 747 captain.

**BE:** Have any of you encountered any racial incidents during your careers?

**Moon:** Well, the only thing that I can say that I encountered was when I was hired with the company. I could walk into places I hadn't been and they'd know my name. That's about the only thing I can say.

**Powell:** I've seen captains who have refused to fly with black crew members as well as cabin attendants.

**Moon:** You have?

**Powell:** Yes. And I was on a flight once, back about five or six years ago, when this white lady came on board and said, "Are you flying this airplane?" I said, "Yes, ma'am, I'm the copilot." She turned around and walked off. I've heard blacks slurred in conversations between cockpit crew members.

**BE:** Is there any official estimate of the total number of black airline pilots?

**Powell:** Approximately 80—out of about 37,000. Now this is on airline seniority lists. Not all these individuals are working for the airlines. They were working at one time, but due to cutbacks and furloughs, we have probably 50 per cent of those 65 going to other jobs now.

**Bryant:** And it might go as high as 65 per cent. For example, we've got about 28 black pilots with Eastern at top strength, but now that number will be considerably reduced.

**BE:** Why has Eastern hired so many more black pilots than the other airlines?

**Bryant:** Eastern made an effort, that's about the only way I can say it. And I and the other guys that are senior to me made an effort to find other guys who were qualified. But perhaps the number one reason would be Eastern's getting Floyd Hall from TWA. Floyd Hall was a TWA senior vice president who came over to Eastern as president. He started a policy that came down through the ranks—and was further perpetuated by his bringing Jim Plinton, a black, from TWA as vice president—that said if you bring us some qualified people we'll hire them.

**BE:** When did the airlines start hiring blacks in any numbers?

**Moon:** In any numbers, you're talking about '70-'71.

**Lambert:** Eastern hired about 20 guys in '70 or thereabouts. At that time, though, most of the other airlines were furloughing pilots.

**Moon:** What it all boils down to is that there ain't been no big influx. Not when you talk about 80 out of 37,000.

**BE:** You said perhaps more than half of the black pilots are going to be furloughed eventually. Do you think this is caused primarily by the energy crisis or the airlines' financial problems or what?

**Bryant:** It's a combination of both. But also it's the result of blacks being the last hired and the first furloughed, you know, or the first fired. You're at the bottom of the list, so that's who goes.

**Young:** I just think, as a basic statement, I feel that the airlines are using the energy crisis as an excuse to reduce excess capacity. They're actually going to trim the excess fat.

**Bryant:** And/or cut out unprofitable routes.

**Young:** Things that they could not have done strictly by going to the Civil Aeronautics Board they've been able to do as a result of the energy crisis.

**Lambert:** I have to go along with that. We have an abundance of seats, like between New York and San Francisco. To get the number of seats more realistically in line with the number of passengers, they're going to cut back. They're just saying they have to cut back because the fuel is a problem.

**Bryant:** Now we, the crew members—pilots and stewardesses—were the first ones to re-

ceive the brunt of the head cut. And this is ostensibly the result of the energy crisis.

**BE:** Then you don't believe the energy crisis really is the motivating factor?

**Powell:** Not totally.

**Moon:** Primarily, the energy crisis for the airlines means paying more for fuel. But basically the fuel is there.

**Bryant:** That part is true. Their fuel costs have more than doubled.

**Moon:** I was based in Teheran for the month of December, and just to Teheran alone the fuel prices tripled.

**Lambert:** And it's had a detrimental effect on job security to the extent that even for an individual who is gainfully employed by the airlines today, if, for example, he goes into a bank for a loan, the bank says, "Well, you know, you might get fired tomorrow."

**BE:** How many pilots do the airlines hire in a normal year?

**Young:** We're getting ready to encounter what we call the hump. We have a hump in much the same way that the military does. You have a lot of guys who come in at the same time and go out at the same time. So that lends a little hope for us who are hoping to progress. But as it seems now, the industry is contracting, so they won't be buying that many more airplanes, and the airlines they're buying have greater capacity. So we're dealing primarily now with attrition. Of course, each airline's crew is a little bit different. Some airlines tend to have younger pilots. Pan Am has probably the most senior pilots, and we'll be losing about 600 within the next six years just on age-60 retirement.

**Bryant:** You can usually add a certain percentage to that for deaths, disabilities, and early retirements.

**BE:** At this time, given everything involved, what is your estimate of the career opportunities for young blacks as airline pilots?

**Bryant:** I think one of the basic things we could say is that we should stress the word "young"—very young, because they've got to be able to last it out. Because, like Otis said, we're in a contracted period now.

**Powell:** Well, I say it this way, that if there's no great change in the effectiveness of the NAACP, and the people who support them, there will be a greater need for blacks in the near future, because I think there will be a demand placed on the airlines, like, say, there was on the police departments in different cities and other jobs, to hire blacks. Either on a one-to-one basis or greater. So I think that the career potential for blacks, as long as the black organizations don't fall apart, is great. I don't think I'm going to stop my pressure on the airlines to hire blacks, and I feel that I've never been one to accept things at day one, which is tomorrow, and say that it's good enough if you hire me then. I think you have to make corrections, because until you make corrections then what went on in the past will be per-

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petuated in the future. So I think there will be a great need for blacks—young blacks, even in their late or early twenties and teens.

**BE:** When do you think they will be needed?

**Powell:** Nineteen eighty. However, there's one thing for sure, if you wait until the need arises, it's too late. To me, the career is so great that it's worth taking a chance on preparing for it just in case you will get the job. That's the opinion I give young kids.

**Young:** Also, I would inject that, basically, we should talk about people getting a college degree if they have the capability and the inclination. You will always have something to fall back on. One thing we haven't mentioned is that in this job it is incumbent upon us to maintain good health. I have to take three physicals every year. Two from the FAA and one from the company. And I must maintain that first-class medical certificate. But if something happens to my health, I'll always have my degree in mechanical engineering to fall back on. When I counsel or talk to students, I tell them that it's a great career but to always have something to fall back on—that ace in the hole.

**Moore:** That's why I strongly push the Guard, because in the Guard you can go ahead and develop another career, be working in it, getting experience, seniority, whatever you want to call it, in that career, while you're still building up your flying time and getting paid for it. Because if you're going to go out and buy your time, you're going to have a heavy investment in something that might pay you zero dividends.

**Young:** The Guard is optimum in terms of preparation.

**Bryant:** But the possibilities will be greater as time goes on for young blacks to get into the field. And they'll find it exciting to a certain extent, it's going to be challenging, the pay will always be good, and I don't think there's much of a chance that we'll see in our lifetime that they're going to put 240 people on an airplane and there won't be any crew up front. I don't think the minds of people will accept that.

**Lambert:** I would most welcome some way in which we could gain some type of equity into this system whereby we wouldn't have 50 per cent or three-quarters of the black guys loughered, 90 per cent of them being in-flight engineers, for what seems like the rest of our careers. When am I going to be a captain? When I'm 90 years old? So my point is that I would like to see these kinds of changes made.

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## JAL: ALL THIS AND BORNEO TOO

You can be sure of topping everyone else's vacation stories if you take up Japan

Air Lines on its offer of "22 Days with Something Unique at Every Turn," a tour that will leave Los Angeles fifteen times between April 7 and October 20. You will start out with six days in Japan, which will include a visit to the ancient capital city of Kyoto. Then a big jump to the Thai metropolis of Bangkok and two days of exploring that city and the countryside around it. The next stop is Bali, where you will be able to watch the island's classical dance right in a Balinese home. Then two days in bustling Singapore, the crossroads of South Asia, and on to Sibiu in the Malaysian part of the island of Borneo to board long canoes for a river journey to the Dyak country, where headhunting was in vogue until not so long ago. For another glimpse of Borneo, you continue to the sultanate of Brunei, the local counterpart of the Arab oil sheikdoms. And then it will be time to finish up in style in Hong Kong with sightseeing, shopping expeditions and a farewell dinner at the Eagles Nest, where you can ponder the British knack for hanging on to some of the world's loveliest real estate even after losing an empire.

The price per person for "22 Days with Something Unique . . ." is \$1,954 for double occupancy, including air fare. The surcharge for single occupancy is \$200. Reservations require a deposit of \$250; full payment usually is requested six weeks before departure. Full refund if you cancel no later than that; otherwise expenses are deducted. Liquor and excess baggage (beyond 44 lb.) not covered. Available October-October 20.

## PAN AM: FOUR ISLANDS AND THAILAND

The four islands are Honshu, the largest in the Japanese archipelago, Taiwan, Bali in Indonesia and Hong Kong, and Pan American World Airways offers them, together with Thailand, on its 23-day "Orient Dimensions" tour, which will leave Los Angeles another 39 times before this year is out. In just three weeks, the airline points out, you will see the world's largest city (Tokyo), ride the world's fastest train (on the Japanese New Tokaido line), visit the world's most famous collection of Oriental treasures (at the National Palace of Taiwan), eat in the world's finest Chinese restaurant (in the Taiwanese capital of Taipei), buy the world's most beautiful batiks (on Bali), enjoy the world's loveliest canals (the *kongs* of the Thai capital of Bangkok) and browse in the world's largest department store (in Hong Kong). And just so you won't lose your bearings altogether among these exotic delights, American breakfasts will be served throughout the tour.

The price per person of "Orient Dimensions" is \$1,418.80 for double occupancy but goes up to \$1,545.50 for June through October. It includes air fare, transfers to and



from hotels, American breakfasts, special meals and half-day tours in each of the cities visited. The surcharge for single occupancy is \$177. Reservations require a \$100 deposit; full payment is due seven weeks before departure. Full refunds up to 35 days before departure.

## SWISSAIR: EUROPE AT YOUR LEISURE

You have to take a plane to cross the Atlantic, but then, if you really want to enjoy Europe, Swissair argues, you are better off in car or taking the train. That's the idea behind the airline's "Take a Break" vacation. If you opt for the Swiss variant of this package, Swissair flies you to Zurich, where you pick up your car at the airport, drive into town for an overnight stay and the next day set off for a leisurely tour of Switzerland, with accommodations provided in country-type pensions at four locations ranging from St. Gall deep in the Alps to Lausanne on Lake Geneva. If you don't want to drive, Swissair will hand you passes good for unlimited rail travel in Switzerland and most of the rest of Europe. And if you've "done" Switzerland already, the same "Take a Break" package—with hotel accommodations at the airport city for the beginning and end of your trip and accommodations at four other locations for the days in between—is also available for Austria and England. And if you can't take the country, there's still another possibility: You can spend one week in Zurich and the second week in Copenhagen or London or split it between Vienna and Geneva. Finally, for departure from this continent to Zurich, you have a choice of Boston, Chicago, Montreal and New York. (To the other European "Take a Break" gateways, all flights leave from New York.)

For a party of two sharing a room, the two-week "Take a Break" package, including the air fare between New York and Zurich, costs \$478 per person for the self-drive version or \$448 per person for the rail version. The corresponding prices for the three-week version are \$535 with a car and \$505 with free rail passes. Prices for the other points of departure and destinations differ in accordance with air fares.

## TWA: SAN FRANCISCO, AS YOU LIKE IT

When Trans World Airlines got together with Hertz and what sounds like just about every leading hotel or motel chain (including Holiday Inn, Hyatt, Ramada, Sheraton and Travelodge) to design its "Freewheeler U.S.A." package, it came up with a veritable universe of tours, covering almost all of the country. To demonstrate the excellences of the "TWA Freewheeler" to our readers, the airline can pick San Francisco, the beauty queen of American cities. Virtually the only thing prescribed for this tour is that



My side of Barbados is gentle.  
It soothes me.

I love Barbados. It's so  
peaceful. So calm.

I sail on the Caribbean.  
The trade winds fill my sails.

I lie in the sand. The  
warm water makes love to  
the silky white beach.

Windmills swing here.

I love my side of  
Barbados.

My side of Barbados is wild.  
It moves me.

I love Barbados. It's exotic.  
Alive.

I surf in the Atlantic.  
It roars against my board.

I ride horseback on the  
beach. Lush trees fringe the  
sand and lead me to a  
garden glen.

People swing here.

And I love my side.

Because it's next to her side.



Just 21 miles long and a smile wide.

Call or write: The Barbados Tourist Board, 801 Second Ave., New York, New York 10017.

you must book for at least four nights and a total of 96 hours of car rental. Beyond that, it's up to you where and for how long you want to take advantage of the accommodations offered by more than nine participating hotels and motels in San Francisco itself and roughly as many again in the surrounding area from Tahoe City on the Nevada border to San Simeon on the rugged Pacific Coast to the south. One of the benefits of the endless flexibility of the "Freewheeler" package is that the spread of rates to choose from is so wide that the lowest comes to little more than half the highest. A handsome bonus on top of all this is the TWA Getaway Guide with its generous supply of discount coupons for sightseeing, shopping and meals. Your rental car will be a Pinto or Maverick, depending on the size of your party.

The daily rate per person sharing one room for the "TWA Freewheeler—San Francisco" varies, depending on the hotel(s) or motel(s) you choose, from \$16 to \$28 for a party of two, \$12.50 to \$26 for a party of three, and \$10 to \$22 for a party of four. Air fare is additional, but if the price of your "Freewheeler" package is at least \$65 and you observe certain limitations on tour length and departure times, you can take

advantage of the TWA tour basing rate, which reduces the round trip fare between New York and San Francisco, for example, from \$352 (in coach) to \$246.

## UNITED: FOR THE CHOOSY SPORTS PERSON

United Air Lines figures you play golf or tennis. Therefore, it also figures, you will jump at the chance to do so in a setting that combines tournament-level sports facilities, first-class hotel accommodations, haunting natural beauty and a pleasing whiff of exclusivity: Pebble Beach on California's Monterey Peninsula. "Golf or Tennis Holiday" lets you stay for two nights or more at the Del Monte Lodge, where breakfast and dinner are included in the package. If you golf, you are offered one round per day and person (including greens fee) at either the Pebble Beach or the Spyglass Hill course; for the tennis buffs, there is a guest membership at the Beach and Tennis Club.

The rate per person and night for "Golf or Tennis Holiday" is \$48 for double occupancy and \$71 for single occupancy. Air fare is additional, but from most points of departure tour basing rates, considerably lower than the regular coach rate, are offered. Available through October.

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